

MCKINSEY RECOVERY & TRANSFORMATION
SERVICES U.S., LLC
55 East 52nd Street
New York, NY 10055

**UNITED STATES BANKRUPTCY COURT
SOUTHERN DISTRICT OF NEW YORK**

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In re: : Chapter 11
: :
NII Holdings, Inc., et al.,¹ : Case No. 14-12611 (SCC)
: :
Debtors. : (Jointly Administered)
: :
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**FIRST MONTHLY STATEMENT OF MCKINSEY RECOVERY & TRANSFORMATION
SERVICES U.S., LLC FOR COMPENSATION FOR SERVICES RENDERED AND
REIMBURSEMENT OF EXPENSES INCURRED AS TURNAROUND ADVISOR FOR
DEBTORS FOR THE PERIOD FROM NOVEMBER 1, 2014 THROUGH DECEMBER 31, 2014**

Name of Applicant:	McKinsey Recovery & Transformation Services U.S., LLC
Authorized to Provide Professional Services to:	The Debtors
Date of Retention:	<i>Nunc Pro Tunc</i> to October 23, 2014
Period for Which Compensation and Reimbursement is Sought:	November 1, 2014 through December 31, 2014
Amount of Compensation Sought as Actual, Reasonable, and Necessary:	\$571,428.00

¹ The Debtors are comprised of the following thirteen entities (the last four digits of their respective U.S. taxpayer identification numbers follow in parentheses): NII Holdings, Inc. (1412); Nextel International (Services), Ltd. (6566); NII Capital Corp. (6843); NII Aviation, Inc. (6551); NII Funding Corp. (6265); NII Global Holdings, Inc. (1283); NII International Telecom S.C.A. (7498); NII International Holdings S.à r.l. (N/A); NII International Services S.à r.l. (6081); Airfone Holdings, LLC (1746); Nextel International (Uruguay), LLC (5939); McCaw International (Brazil), LLC (1850); and NII Mercosur, LLC (4079). On January 25, 2015, an affiliate of the Debtors, NIU Holdings LLC, commenced a chapter 11 case that the Debtors have asked to join with these existing chapter 11 cases. The location of the Debtors' corporate headquarters and the Debtors' service address is: 1875 Explorer Street, Suite 800, Reston, VA 20190.

Amount of Expense Reimbursement Sought as **\$8,171.67**
Actual, Reasonable, and Necessary:²

This is a X Monthly Interim Final Fee Application.

² McKinsey RTS's First Monthly Application does not include airfare expenses incurred on behalf of the Debtors during the Monthly Compensation Period (as defined herein), because McKinsey RTS's expense billing system generally requires a three-month period to reconcile any applicable airfare credits. McKinsey RTS therefore reserves the right to request, in a subsequent application for allowance, reimbursement of all airfare expenses incurred on behalf of the Debtors during the Monthly Compensation Period. McKinsey RTS further reserves the right to request reimbursement for additional expenses from the period November 1, 2014 through December 31, 2014 not invoiced herein.

Prior Fee Submissions:

			Requested		Approved		
	Date Filed	Period Covered	Fees	Expenses	Fees	Expenses	Holdback
First Monthly	2/5/2015 [Dkt. ____]	11/1/2014- 12/31/2014	\$571,428.00	\$8,171.67	Pending	Pending	\$114,285.60
First Interim	2/5/2015 [Dkt. ____]	09/15/2014- 12/31/2014	\$571,428.00	\$8,171.67	Pending	Pending	\$114,285.60

McKinsey Recovery & Transformation Services U.S., LLC ("McKinsey RTS"), Turnaround Advisor for NII Holdings, Inc. ("NII Holdings") and twelve of its direct and indirect subsidiaries, as debtors and debtors in possession in the above-captioned chapter 11 cases (collectively, the "Debtors," and together with their affiliates, "NII") , submits its first monthly fee and expense statement (the "First Monthly Application"), pursuant to sections 327, 330(a) and 331 of title 11 of the United States Code (the "Bankruptcy Code"), Rule 2016 of the Federal Rules of Bankruptcy Procedure (the "Bankruptcy Rules"), the United States Trustee Guidelines for Reviewing Applications for Compensation and Reimbursement of Expenses Filed Under 11 U.S.C. §330 issued by the Executive Office for United States Trustee (the "UST Guidelines"), the United States Bankruptcy Court of the Southern District of New York's General Order M-447 dated January 29, 2013 by Chief Judge Cecelia G. Morris setting forth Amended Guidelines for Fees and Disbursements for Professionals in Southern District of New York Bankruptcy Cases, effective February 5, 2013 (the "Local Guidelines" and together with the UST Guidelines, the "Guidelines"), and this Court's Order, Pursuant to Sections 105(a) and 331 of the Bankruptcy Code, Bankruptcy Rule 2016(a) and Local Bankruptcy Rule 2016-1, Establishing Procedures for Interim Monthly Compensation for Professionals dated October 14, 2014 (the "Interim Compensation Order") [Docket No. 100], for the monthly compensation for professional services performed and expenses incurred by McKinsey RTS for the period commencing November 1, 2014 through and including December 31, 2014 (the "Monthly Compensation Period") in the aggregate amount of **\$579,599.67** incurred during the Monthly Compensation Period.

BACKGROUND

1. On September 15, 2014 (the “Commencement Date”), the Debtors each commenced with this Court a voluntary case under chapter 11 of title 11, United States Code (the “Bankruptcy Code”). Pursuant to a final order dated November 12, 2014 (the “Retention Order”) [Docket No. 212], the Debtors were authorized to retain and employ McKinsey RTS as Turnaround Advisor *nunc pro tunc* to October 23, 2014. The Retention Order authorized the Debtors to compensate McKinsey RTS in accordance with the procedures set forth in sections 330 and 331 of the Bankruptcy Code, the Bankruptcy Rules, the Guidelines, and such other procedures as were established by the Interim Compensation Order.

SUMMARY OF PROFESSIONAL COMPENSATION AND REIMBURSEMENT OF EXPENSES REQUESTED

2. This First Monthly Application is McKinsey RTS’s first request for monthly compensation in the Debtors’ chapter 11 cases. During the Monthly Compensation Period, covering the period extending from November 1, 2014 to December 31, 2014, McKinsey RTS worked closely with members of the Debtors’ senior management team to, among other things, prepare detailed consolidating operating plans and cash projections for the period 2014-18. To this end, McKinsey RTS was required to render extensive professional services performed by a myriad of professionals as reflected on **Exhibit A** hereto.

3. McKinsey RTS seeks allowance of monthly compensation for professional services rendered to the Debtors during the Monthly Compensation Period in the aggregate amount of \$571,428.00 (representing the charge for the 970.7 hours of service provided by McKinsey RTS business professionals).

4. Annexed hereto as **Exhibit A** is a schedule setting forth the identity of all McKinsey RTS professionals and paraprofessionals, if any, who have performed services in this

chapter 11 case during the Monthly Compensation Period, the capacity in which each such individual is employed by McKinsey RTS, the hourly billing rate charged by McKinsey RTS for services performed by such individual, the aggregate number of hours expended in this matter and fees billed therefor.

5. The professional services performed by McKinsey RTS on behalf of the Debtors during the Monthly Compensation Period required an aggregate expenditure of 970.7 hours by McKinsey RTS's Practice Leaders, Executive Vice Presidents, Vice Presidents, Senior Associates and Associates. Of the aggregate time expended, no recorded hours were expended by Paraprofessionals of McKinsey RTS.

6. During the Monthly Compensation Period, McKinsey RTS billed the Debtors for time expended by professionals and paraprofessionals based on hourly rates ranging from \$435.00 -\$1,050.00 per hour. Allowance of compensation in the amount requested would result in a blended hourly billing rate for professionals of approximately \$589.00 (based on 970.7 recorded hours for professionals at McKinsey RTS's regular billing rates in effect at the time of the performance of services).

7. Pursuant to the Guidelines and annexed hereto as **Exhibit B**, is a summary of the significant professional services rendered by McKinsey RTS during the Monthly Compensation Period for all task codes in which McKinsey RTS billed more than five (5) hours during the Monthly Compensation Period. The summary is separated by project categories as hereinafter described. If a Task Code does not appear in the time records, McKinsey RTS did not bill a minimum of five (5) hours of time or expenses for that Task Code during the Monthly Compensation Period, but may bill time for that Task Code in the future.

a. Task Code – Brazil Operating Plan
Fees: \$218,716.00; Hours: 403.3

- Preparing Brazil projections for the period 2014 through 2018;
- Preparing analyses related to assumptions for Brazil operating revenues and expenses, capital expenditures, and other business drivers; and
- Analyzing mobile telecom market metrics and expectations in Brazil.

b. Task Code – Mexico Operating Plan
Fees: \$70,765.00; Hours: 133.7

- Preparing Mexico projections for the period 2014 through 2018;
- Preparing analyses related to assumptions for Mexico operating revenues and expenses, capital expenditures, and other business drivers; and
- Analyzing mobile telecom market metrics and expectations in Mexico.

c. Task Code – Headquarters (“HQ”) and Other Regions Operating Plans
Fees: \$22,710.00; Hours: 33.1

- Preparing HQ, Chile, and Argentina projections for the period 2014 through 2018;
- Preparing analyses related to assumptions for HQ, Chile, and Argentina operating revenues and expenses, capital expenditures, and other business drivers; and
- Analyzing mobile telecom market metrics and expectations in Argentina and cost metrics in HQ.

d. Task Code – Cash Forecasting
Fees: \$183,028.00; Hours: 280.8

- Preparing cash model and liquidity projections for the period 2014 through 2018;
- Preparing analyses related to assumptions for working capital, bank debt, asset sales, and other business drivers;
- Analyzing operating income trends and normalize operating income; and
- Preparing projections under proposed restructured debt structure.

e. Task Code – Project Management
Fees: \$33,493.00; Hours: 61.6

- Coordinating meetings with internal staff, Debtors’ staff, and/or creditors;

- Creating work plans and work papers to document data sources and analyses; and
- Other administrative duties directly supporting the engagement.

f. Task Code –Non-Working Travel (Billable Travel)
Fees: \$42,716.00; Hours: 58.3

Non-working travel time reflects time spent by McKinsey RTS professionals traveling on behalf of the Debtors during which no billable work is performed. Non-working travel is billed at fifty percent (50%).

8. McKinsey RTS maintains records of the time billed by all McKinsey RTS professionals and paraprofessionals in connection with services rendered to the Debtors. Relevant copies of the records for the Monthly Compensation Period are annexed hereto as **Exhibit C**.

ACTUAL AND NECESSARY EXPENSES OF MCKINSEY RTS

9. For purposes of this First Monthly Application, as set forth on **Exhibit D**, McKinsey RTS has disbursed \$8,171.67 as expenses incurred in providing professional services during the Monthly Compensation Period. McKinsey RTS respectfully requests allowance of its actual and necessary expenses in the amount of \$8,171.67, which fall within the Guidelines³.

RESERVATION

10. To the extent time or disbursement charges for services rendered or disbursements incurred relate to the Monthly Compensation Period but were not processed prior to the preparation of this First Monthly Application, or McKinsey RTS has for any other reason not yet

³ As noted herein, McKinsey RTS reserves the right to request in one or more subsequent monthly statements and fee applications reimbursement of additional expenses, including but not limited to airfare expenses, incurred during the Monthly Compensation Period.

sought compensation or reimbursement of expenses herein with respect to any services rendered or expenses incurred during the Monthly Compensation Period, McKinsey RTS reserves the right to request additional compensation for such services and reimbursement of such expenses in a future fee statement and/or application.

NOTICE AND OBJECTION PERIOD

11. In accordance with the Interim Compensation Order, notice of the First Monthly Application has been served upon the following parties (collectively, as further defined in the Interim Compensation Order, the "Notice Parties"): (i) the Debtors, c/o NII Holdings, Inc., 1875 Explorer Street, Suite 800, Reston, Virginia 20190 (Attn: General Counsel); (ii) Jones Day, 222 East 41st Street, New York, New York 10017 (Attn: Scott J. Greenberg, Esq. and George R. Howard, Esq.) and Jones Day, North Point, 901 Lakeside Avenue, Cleveland, Ohio 44114-1190 (Attn: Carl E. Black, Esq.); (iii) counsel to the Official Committee of Unsecured Creditors, Kramer Levin Naftalis & Frankel LLP, 1177 Avenue of the Americas, New York, New York 10036 (Attn: Adam C. Rogoff, Esq., and Anupama Yerramalli, Esq.); (iv) the Office of the United States Trustee for the Southern District of New York, 201 Varick Street, Suite 1006, New York, New York 10014 (Attn: Susan D. Golden, Esq. and Brian Masumoto, Esq.).

12. Objections to the First Monthly Application, if any, should be served as required in the Interim Compensation Order.

13. At the expiration of the Objection Deadline, as defined in the Interim Compensation Order, McKinsey RTS seeks prompt payment of eighty percent (80%) of the fees for the First Monthly Application to which no objection has been served in accordance with the Interim Compensation Order.

Dated: February 5, 2015
New York, New York

Respectfully submitted,

/s/ Kevin Carmody
Kevin Carmody, Practice Leader
MCKINSEY RECOVERY &
TRANSFORMATION SERVICES U.S., LLC
55 EAST 52ND STREET
NEW YORK, NY 10055

*Turnaround Advisor for the Debtors and Debtors
in Possession*

EXHIBIT A

**PROFESSIONAL SERVICES RENDERED BY
MCKINSEY RTS ON BEHALF OF THE DEBTORS
FOR THE PERIOD NOVEMBER 1, 2014 THROUGH DECEMBER 31, 2014**

CONFIDENTIAL

Client: NII Holdings, Inc.
Court: United States Bankruptcy Court / Southern District of New York
Description: Summary of Time Entries by Person
Period: October 23, 2014 through December 31, 2014
Case No: 14-12611

Name	Title	Hours Billed	Hourly Rate (USD)	Total Billed (USD)
Jay Jubas	Practice Leader	41.0	\$1,050	\$43,050
Kevin Carmody	Practice Leader	12.5	\$950	\$11,875
Matias Satz	Executive Vice President	14.1	\$875	\$12,338
Anand Mehta	Vice President	143.6	\$640	\$91,872
Clifford Chen	Vice President	200.0	\$640	\$128,000
Geoff White	Vice President	129.9	\$640	\$83,136
Vicente Pegado	Vice President	30.7	\$640	\$19,648
Henrique Weaver	Senior Associate	159.8	\$485	\$77,479
Hugo Ruiz Taboada	Associate	149.4	\$435	\$64,989
Sofia Ramos	Associate	89.8	\$435	\$39,041
Total		970.7	\$589	\$571,428

Notes:

1 Hours billed reflect 50% reduction for billable (non-working) travel.

EXHIBIT B

**SUMMARY OF SERVICES BY TASK CODE FOR SERVICES
RENDERED BY MCKINSEY RTS ON BEHALF OF THE DEBTORS
FOR THE PERIOD NOVEMBER 1, 2014 THROUGH DECEMBER 31, 2014**

CONFIDENTIAL

Client: NII Holdings, Inc.
Court: United States Bankruptcy Court / Southern District of New York
Description: Summary of Time Entries by Category
Period: October 23, 2014 through December 31, 2014
Case No: 14-12611

Time Category	Hours Billed	Total Billed (USD)
001 - Billable (non-working) travel	58.3	\$42,716
003 - Brazil operating plan	403.3	\$218,716
004 - Mexico operating plan	133.7	\$70,765
005 - HQ and other regions operating plans	33.1	\$22,710
006 - Cash forecasting	280.8	\$183,028
007 - Project management	61.6	\$33,493
Total	970.7	\$571,428

Notes:

1 Total billed amount and hourly rate in "001- Billable (non-working) travel" category reflect 50% discount.

EXHIBIT C

**FEE INVOICES OF MCKINSEY RTS FOR THE PERIOD NOVEMBER 1, 2014
THROUGH DECEMBER 31, 2014**

Description: Detail of Time Entries

Period: October 23, 2014 through December 31, 2014

Case No: 14-12611

Date	Name	Hours	Time Entry Category	Time Entry Description
11/24/2014	Anand Mehta	0.5	007 - Project management	Call with J. Jubas and K. Carmody regarding project scope and team configuration
11/25/2014	Anand Mehta	2.0	003 - Brazil operating plan	Meeting with S. Khan, D. Freiman and C. Otto regarding Brazil business plan
11/25/2014	Anand Mehta	4.0	001 - Billable (non-working) travel	Travel from Denver CO to Reston VA to attend meeting with S. Khan, D. Freiman and C. Otto regarding Brazil business plan
11/25/2014	Anand Mehta	4.0	001 - Billable (non-working) travel	Travel from Reston VA to Denver CO to attend meeting with S. Khan, D. Freiman and C. Otto regarding Brazil business plan
11/25/2014	Jay Jubas	3.0	001 - Billable (non-working) travel	Travel from Danbury CT to Reston VA
11/25/2014	Jay Jubas	2.5	003 - Brazil operating plan	Meet with HQ treasurer, FP&A team, and Brazil CFO to review 2015 draft plan
11/25/2014	Vicente Pegado	2.5	003 - Brazil operating plan	Meet with HQ treasurer, FP&A team, and Brazil CFO to review 2015 draft plan
11/26/2014	Matias Satz	0.5	007 - Project management	Evaluation of potential candidates to staff the Brazil and Mexico teams
12/1/2014	Anand Mehta	1.0	007 - Project management	Call with C. Chen and V. Pegado regarding project management
12/1/2014	Anand Mehta	1.0	007 - Project management	Exchanging emails with C. Otto regarding historical financial statements
12/1/2014	Anand Mehta	0.8	007 - Project management	Exchanging emails with J. Pignatta regarding historical financial statements
12/1/2014	Anand Mehta	0.5	007 - Project management	Exchanging emails with K. Carmody and J. Jubas on project scope
12/1/2014	Clifford Chen	6.0	001 - Billable (non-working) travel	Travel from New York to Sao Paulo
12/1/2014	Geoff White	7.5	001 - Billable (non-working) travel	Travel from London to Sao Paulo
12/1/2014	Henrique Weaver	1.5	001 - Billable (non-working) travel	Travel from Rio de Janeiro to São Paulo
12/1/2014	Henrique Weaver	2.1	007 - Project management	Context revision with entire team
12/1/2014	Henrique Weaver	2.2	007 - Project management	Understanding of company specific situation
12/1/2014	Henrique Weaver	0.9	003 - Brazil operating plan	Coordinate work re: plan initiatives
12/1/2014	Henrique Weaver	3.7	007 - Project management	Design of draft tactical plan for the 2 week period
12/1/2014	Henrique Weaver	1.8	007 - Project management	Definition on the needed interaction and schedule process
12/1/2014	Henrique Weaver	0.9	003 - Brazil operating plan	Discussion with McK expert on churn
12/1/2014	Hugo Ruiz Taboada	2.1	007 - Project management	Context revision with entire team
12/1/2014	Hugo Ruiz Taboada	2.2	007 - Project management	Understanding of company specific situation
12/1/2014	Hugo Ruiz Taboada	0.9	003 - Brazil operating plan	Coordinate business plan components
12/1/2014	Hugo Ruiz Taboada	3.6	003 - Brazil operating plan	Reviewing Brazil support files for business plan
12/1/2014	Hugo Ruiz Taboada	0.6	003 - Brazil operating plan	Understanding churn evolution
12/1/2014	Hugo Ruiz Taboada	0.3	003 - Brazil operating plan	Review of initiatives to decrease churn
12/1/2014	Matias Satz	1.0	003 - Brazil operating plan	Meet with Brazil team to problem solve variations from previous planning exercise
12/1/2014	Matias Satz	0.3	004 - Mexico operating plan	Call with Mexico team to discuss potential variations from previous planning exercise
12/1/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Call with A. Mehta to understand goal and context of project
12/1/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Reading and understanding previous project work (Project Mexico backup)
12/1/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Reading and understanding last version of Mexico's plan presentation
12/1/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Analysis of previous model key drivers
12/1/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Analysis of previous model assumptions
12/1/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Analysis of previous model projections
12/2/2014	Anand Mehta	1.7	004 - Mexico operating plan	Meeting with S. Ramos and C. Chen regarding Mexico business plan diligence
12/2/2014	Anand Mehta	1.0	005 - HQ and other regions operating plans	Call with G. White regarding inputting actuals into financial model
12/2/2014	Anand Mehta	1.0	003 - Brazil operating plan	Call with V. Pegado, H. Weaver and H. Ruiz regarding hypotheses for Brazil model
12/2/2014	Clifford Chen	1.4	003 - Brazil operating plan	Meeting with P. Canto regarding 2015 budget overview
12/2/2014	Clifford Chen	2.3	006 - Cash forecasting	Reviewing business plan model with G. White
12/2/2014	Clifford Chen	0.8	005 - HQ and other regions operating plans	Communicating with C. Otto and J. Pignatta regarding corporate operating assumptions for 2015
12/2/2014	Clifford Chen	0.6	003 - Brazil operating plan	Reviewing Brazil support files for business plan

Description: Detail of Time Entries

Period: October 23, 2014 through December 31, 2014

Case No: 14-12611

Date	Name	Hours	Time Entry Category	Time Entry Description
12/2/2014	Clifford Chen	1.7	004 - Mexico operating plan	Meeting with S. Ramos and A. Mehta regarding Mexico business plan diligence
12/2/2014	Clifford Chen	1.9	003 - Brazil operating plan	Participating in meetings with V. Pegado, H. Weaver, H. Taboada, and G. White regarding Brazil plan outputs
12/2/2014	Clifford Chen	2.6	006 - Cash forecasting	Preparing variance analysis of current business plan against prior April plan
12/2/2014	Clifford Chen	0.7	007 - Project management	Coordinating team staffing and project scope
12/2/2014	Geoff White	2.3	006 - Cash forecasting	Reviewing business plan model with C. Chen
12/2/2014	Geoff White	2.7	006 - Cash forecasting	Amending financial model for Brazil balance sheet actuals
12/2/2014	Geoff White	1.9	006 - Cash forecasting	Amending financial model for Mexico balance sheet actuals
12/2/2014	Geoff White	1.7	006 - Cash forecasting	Amending financial model for Argentina balance sheet actuals
12/2/2014	Geoff White	1.7	006 - Cash forecasting	Amending financial model for Chile balance sheet actuals
12/2/2014	Geoff White	1.9	003 - Brazil operating plan	Participating in meetings with V. Pegado, H. Weaver, H. Taboada, and G. White regarding Brazil plan outputs
12/2/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions and dynamics re: plan financials
12/2/2014	Henrique Weaver	0.9	003 - Brazil operating plan	Review churn evolution hypothesis done by Hugo R. Taboada
12/2/2014	Henrique Weaver	3.1	003 - Brazil operating plan	Revision of files used for previous and actual business plans
12/2/2014	Henrique Weaver	1.6	003 - Brazil operating plan	Understand financials with Renzo Winffel
12/2/2014	Henrique Weaver	3.7	003 - Brazil operating plan	Comparison exercise between financial models
12/2/2014	Henrique Weaver	1.9	003 - Brazil operating plan	Participating in meetings with V. Pegado, H. Weaver, H. Taboada, and G. White regarding Brazil plan outputs
12/2/2014	Hugo Ruiz Taboada	3.6	003 - Brazil operating plan	Reviewing Brazil support files for business plan
12/2/2014	Hugo Ruiz Taboada	1.1	003 - Brazil operating plan	Read financial statement
12/2/2014	Hugo Ruiz Taboada	1.6	003 - Brazil operating plan	Understand financials with Renzo Winffel
12/2/2014	Hugo Ruiz Taboada	1.9	003 - Brazil operating plan	Participating in meetings with V. Pegado, H. Weaver, H. Taboada, and G. White regarding Brazil plan outputs
12/2/2014	Hugo Ruiz Taboada	1.4	003 - Brazil operating plan	Preparation of summary financial statement in USD
12/2/2014	Hugo Ruiz Taboada	2.4	003 - Brazil operating plan	Preparation of summary financial statement in R\$
12/2/2014	Jay Jubas	7.0	001 - Billable (non-working) travel	Travel from Kansas City to Sao Paulo
12/2/2014	Kevin Carmody	0.7	006 - Cash forecasting	Reviewing business plan modeling assumptions prior to call with McKinsey team
12/2/2014	Sofia Ramos	0.5	003 - Brazil operating plan	Reading material for discussion of Brazil model
12/2/2014	Sofia Ramos	1.0	003 - Brazil operating plan	Call to discuss Brazil model deltas and hypothesis
12/2/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Call with Cliff Chen to answer questions on model assumptions
12/2/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Call with Cliff Chen to deep dive into the project context and goals
12/2/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Call with Cliff Chen to discuss main drivers
12/2/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Call with Cliff Chen to understand content and structure of required excel files
12/2/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Formating original documents to build delta analysis for Mexico
12/2/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Putting together required files to build delta analysis for Mexico
12/2/2014	Sofia Ramos	2.0	004 - Mexico operating plan	Calculating deltas of Mexico's 6+6 and new model
12/2/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Reviewing model's sources
12/2/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Reviewing model's units of measure
12/2/2014	Vicente Pegado	1.9	003 - Brazil operating plan	Participating in meetings with V. Pegado, H. Weaver, H. Taboada, and G. White regarding Brazil plan outputs
12/3/2014	Anand Mehta	0.5	004 - Mexico operating plan	Call with S. Ramos regarding comparison of Mexico forecasts to prior plan
12/3/2014	Anand Mehta	1.0	003 - Brazil operating plan	Call with V. Pegado, H. Weaver and H. Ruiz regarding Brazil financial model
12/3/2014	Anand Mehta	0.5	006 - Cash forecasting	Call with C. Otto, J. Pignatta and C. Chen regarding cash forecasting
12/3/2014	Anand Mehta	0.8	004 - Mexico operating plan	Meeting with S. Ramos and C. Chen regarding Mexico business plan diligence

Date	Name	Hours	Time Entry Category	Time Entry Description
12/3/2014	Anand Mehta	1.0	004 - Mexico operating plan	Email exchange with B. Sanabria regarding Mexico business model assumptions
12/3/2014	Anand Mehta	1.5	005 - HQ and other regions operating plans	Mapping of Argentina 10+2 financial plan to consolidated cash forecasting model
12/3/2014	Clifford Chen	0.8	004 - Mexico operating plan	Meeting with S. Ramos and A. Mehta regarding Mexico business plan diligence
12/3/2014	Clifford Chen	2.4	003 - Brazil operating plan	Meeting with McKinsey team regarding changes to Brazil plan
12/3/2014	Clifford Chen	1.1	006 - Cash forecasting	Meeting with C. Otto and J. Pignatta regarding status update on business plan model
12/3/2014	Clifford Chen	0.9	004 - Mexico operating plan	Reviewing Mexico variance analysis
12/3/2014	Clifford Chen	1.2	007 - Project management	Coordinating team staffing and project scope
12/3/2014	Clifford Chen	0.6	007 - Project management	Discussing time and expense reporting with McKinsey team
12/3/2014	Clifford Chen	1.9	005 - HQ and other regions operating plans	Providing comments on HQ, asset sale, and financing assumptions for business plan model
12/3/2014	Clifford Chen	0.7	003 - Brazil operating plan	Communicating with R. Ruggiero regarding tax assumptions
12/3/2014	Clifford Chen	0.9	006 - Cash forecasting	Communicating with McKinsey and Rothschild teams regarding model mechanics
12/3/2014	Clifford Chen	1.3	006 - Cash forecasting	Taking inventory of source files to submit data requests
12/3/2014	Clifford Chen	2.2	006 - Cash forecasting	Reviewing business plan model with G. White
12/3/2014	Geoff White	0.9	006 - Cash forecasting	Meeting with C. Otto and JP Pignatta to discuss financial model assumptions
12/3/2014	Geoff White	0.3	006 - Cash forecasting	Email to JP Pignatta regarding discrepancies between Brazil Model files
12/3/2014	Geoff White	0.6	006 - Cash forecasting	Investigating reasons for differing Mexico P&L files
12/3/2014	Geoff White	3.4	006 - Cash forecasting	Creating mapping template to convert company P&Ls into the financial model
12/3/2014	Geoff White	2.5	006 - Cash forecasting	Adapting the financial model to include Brazil P&L actuals and forecast
12/3/2014	Geoff White	2.5	006 - Cash forecasting	Adapting the financial model to include Mexico P&L actuals and forecast
12/3/2014	Geoff White	2.3	006 - Cash forecasting	Entering HQ balance sheet info into financial model and creating an eliminations schedule
12/3/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions re: market financials
12/3/2014	Henrique Weaver	2.4	003 - Brazil operating plan	Problem solving session with McK expert on addressable market
12/3/2014	Henrique Weaver	1.2	003 - Brazil operating plan	Review of findings for 2014 on economy growth and addressable market
12/3/2014	Henrique Weaver	1.9	003 - Brazil operating plan	Participating in meeting with J. Jubas, M. Satz, V. Pegado, H. Weaver, H. Taboada, G. White and C. Chen, regarding Brazil operating actual performance
12/3/2014	Henrique Weaver	-	003 - Brazil operating plan	Lunch
12/3/2014	Henrique Weaver	1.4	003 - Brazil operating plan	Review findings on gross adds evolution
12/3/2014	Henrique Weaver	1.6	003 - Brazil operating plan	Review findings on loading ARPU
12/3/2014	Henrique Weaver	0.6	003 - Brazil operating plan	Review analysis done on the EBITDA bridge (April vs. October 2014)
12/3/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/3/2014	Hugo Ruiz Taboada	2.1	003 - Brazil operating plan	Preparation of Gross adds evolution
12/3/2014	Hugo Ruiz Taboada	2.1	003 - Brazil operating plan	Preparation of loading ARPU evolution
12/3/2014	Hugo Ruiz Taboada	1.9	003 - Brazil operating plan	Participating in meeting with J. Jubas, M. Satz, V. Pegado, H. Weaver, H. Taboada, G. White and C. Chen, regarding Brazil operating actual performance
12/3/2014	Hugo Ruiz Taboada	1.1	003 - Brazil operating plan	Understanding of effects of higher inflation on cost base
12/3/2014	Hugo Ruiz Taboada	2.1	003 - Brazil operating plan	Bridge between EBITDA estimated in April against EBITDA estimated in October
12/3/2014	Hugo Ruiz Taboada	1.9	003 - Brazil operating plan	Revision of 5 year Plan estimations
12/3/2014	Jay Jubas	2.0	003 - Brazil operating plan	Team problem solving - implications of Brazil variances and hypotheses
12/3/2014	Jay Jubas	2.5	003 - Brazil operating plan	Discussion of 2015 plan with Nextel Brazil and HQ leadership
12/3/2014	Jay Jubas	1.1	004 - Mexico operating plan	Team problem solving on Nextel Mexico plan
12/3/2014	Matias Satz	2.0	003 - Brazil operating plan	Team problem solving - implications of Brazil variances and hypotheses
12/3/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Delta analysis testing
12/3/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Call with Anand Mehta and Cliff Chen to discuss initial delta model
12/3/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Call with Anand Mehta and Cliff Chen to identify key differences
12/3/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Call with Anand Mehta and Cliff Chen to define next priorities

Date	Name	Hours	Time Entry Category	Time Entry Description
12/3/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Deep dive into identified key differences in the model
12/3/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Addition of annual deltas
12/3/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Analysis of annual deltas
12/3/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Addition of CAPEX, CCPU, and CPGA KPIs
12/3/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Split of churn by type of market
12/3/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Split of churn by type of technology
12/3/2014	Vicente Pegado	2.0	003 - Brazil operating plan	Team problem solving - implications of Brazil variances and hypotheses
12/3/2014	Vicente Pegado	1.2	003 - Brazil operating plan	Review of findings for 2014 on economy growth and addressable market
12/3/2014	Vicente Pegado	2.5	003 - Brazil operating plan	Discussion of 2015 plan with Nextel Brazil and HQ leadership
12/4/2014	Anand Mehta	2.0	004 - Mexico operating plan	Call with B. Sanabria, N. Llano and others regarding Mexico business plan
12/4/2014	Anand Mehta	0.8	005 - HQ and other regions operating plans	Email exchange with J. Pignatta regarding financials for Argentina, Chile and HQ
12/4/2014	Anand Mehta	4.0	004 - Mexico operating plan	Mapping of Mexico 10+2 to consolidated cash forecasting model
12/4/2014	Anand Mehta	2.0	003 - Brazil operating plan	Mapping of Brazil 2015 Budget file to consolidated cash forecasting model
12/4/2014	Anand Mehta	2.0	005 - HQ and other regions operating plans	Updating Argentina 10+2 projections for consolidated cash forecasting model
12/4/2014	Clifford Chen	1.1	003 - Brazil operating plan	Meeting with T. Llano regarding working capital initiatives
12/4/2014	Clifford Chen	0.7	006 - Cash forecasting	Meeting with D. Freiman, C. Otto, and B. Sanabria regarding business plan model assumptions
12/4/2014	Clifford Chen	0.6	007 - Project management	Discussing time and expense reporting with McKinsey team
12/4/2014	Clifford Chen	0.8	003 - Brazil operating plan	Communicating with R. Ruggiero regarding tax assumptions
12/4/2014	Clifford Chen	2.8	003 - Brazil operating plan	Reviewing preliminary output for Brazil 5-year operating plan
12/4/2014	Clifford Chen	2.3	003 - Brazil operating plan	Revising presentation materials for Brazil operating plan
12/4/2014	Clifford Chen	1.3	004 - Mexico operating plan	Reviewing Mexico variance analysis update
12/4/2014	Clifford Chen	1.1	006 - Cash forecasting	Following up on data requests
12/4/2014	Clifford Chen	0.9	004 - Mexico operating plan	Reviewing Mexico working capital assumptions
12/4/2014	Clifford Chen	1.4	003 - Brazil operating plan	Meeting with P. Canto regarding 2015 budget assumptions
12/4/2014	Geoff White	0.5	006 - Cash forecasting	Reviewing updated cashflows of Mexico, Brazil and Argentina sent overnight by Juan Pablo. Entering info into the financial model
12/4/2014	Geoff White	1.5	006 - Cash forecasting	Reviewing 10+2 P&Ls sent by Juan Pablo to check against previous versions received and tying in with previously reported versions
12/4/2014	Geoff White	1.1	006 - Cash forecasting	Aligning together the Brazil and HQ P&Ls into same usable file for simpler uploading to financial model
12/4/2014	Geoff White	0.5	007 - Project management	McK team meeting with K Carmody, J Jubas and C Chen
12/4/2014	Geoff White	1.6	006 - Cash forecasting	Creating historical monthly P&Ls by region for entry into financial model
12/4/2014	Geoff White	1.2	006 - Cash forecasting	Building historical P&L items by month into the financial model
12/4/2014	Geoff White	0.5	006 - Cash forecasting	Building restricted cash into the financial model
12/4/2014	Geoff White	0.1	006 - Cash forecasting	Email to Chris Otto regarding debt pieces
12/4/2014	Geoff White	0.4	006 - Cash forecasting	Reviewing documents sent by Chris Otto on debt and cash
12/4/2014	Geoff White	1.1	006 - Cash forecasting	Insertion of historical debt pieces in to financial model
12/4/2014	Geoff White	1.4	006 - Cash forecasting	Building new debt pieces in model
12/4/2014	Geoff White	1.1	006 - Cash forecasting	Entry of forecast debt pieces in financial model
12/4/2014	Geoff White	3.2	006 - Cash forecasting	Review of Financial model with C Chen
12/4/2014	Geoff White	1.4	006 - Cash forecasting	Reforecasting Towers debt and capitalised leases in the financial model
12/4/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions and dynamics re: Nextel Brazil
12/4/2014	Henrique Weaver	3.8	003 - Brazil operating plan	Call with Nextel Brazil M&S leadership team to review 2015 initiatives
12/4/2014	Henrique Weaver	0.2	003 - Brazil operating plan	Call with Dan Freiman to review business plan assumptions

Date	Name	Hours	Time Entry Category	Time Entry Description
12/4/2014	Henrique Weaver	1.1	003 - Brazil operating plan	Revision of capex composition
12/4/2014	Henrique Weaver	0.3	007 - Project management	Discuss with the team re: appropriate reporting practices
12/4/2014	Henrique Weaver	2.6	003 - Brazil operating plan	Analysis on capex
12/4/2014	Henrique Weaver	1.9	003 - Brazil operating plan	Review findings on churn
12/4/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/4/2014	Hugo Ruiz Taboada	3.8	003 - Brazil operating plan	Call with Nextel Brazil M&S leadership team to review 2015 initiatives
12/4/2014	Hugo Ruiz Taboada	0.2	003 - Brazil operating plan	Call with Dan Freiman to review business plan assumptions
12/4/2014	Hugo Ruiz Taboada	1.1	003 - Brazil operating plan	Revision of capex composition
12/4/2014	Hugo Ruiz Taboada	0.3	007 - Project management	Discuss with the team appropriate reporting practices
12/4/2014	Hugo Ruiz Taboada	1.3	003 - Brazil operating plan	Analysis on evolution of churn
12/4/2014	Hugo Ruiz Taboada	3.1	003 - Brazil operating plan	Understanding of key drivers affecting churn forecasts
12/4/2014	Hugo Ruiz Taboada	2.3	003 - Brazil operating plan	Analysis on evolution of different technologies Iden vs. 3G
12/4/2014	Jay Jubas	0.8	003 - Brazil operating plan	Meeting with McKinsey Brazil partners serving Nextel to identify M&S improvement opportunities
12/4/2014	Jay Jubas	1.8	003 - Brazil operating plan	Site visit to CAP in Sao Paulo
12/4/2014	Jay Jubas	1.9	003 - Brazil operating plan	Meeting with Nextel Brazil M&S leadership team to review 2015 initiatives
12/4/2014	Jay Jubas	0.8	007 - Project management	Coordinating team staffing and project scope
12/4/2014	Jay Jubas	1.5	004 - Mexico operating plan	Review of Mexico plan with Nino (conf call)
12/4/2014	Jay Jubas	6.0	001 - Billable (non-working) travel	Travel from Sao Paulo to NY
12/4/2014	Kevin Carmody	0.6	003 - Brazil operating plan	Revising presentation materials for Brazil operating plan
12/4/2014	Kevin Carmody	1.1	006 - Cash forecasting	Following up on financial data requests
12/4/2014	Kevin Carmody	0.2	004 - Mexico operating plan	Reviewing Mexico working capital assumptions
12/4/2014	Matias Satz	0.8	003 - Brazil operating plan	Meeting with McKinsey Brazil partners serving Nextel to identify M&S improvement opportunities
12/4/2014	Matias Satz	1.9	003 - Brazil operating plan	Call with Nextel Brazil M&S leadership team to review 2015 initiatives
12/4/2014	Matias Satz	0.2	004 - Mexico operating plan	Call with Dan Freiman to review business plan assumptions
12/4/2014	Matias Satz	0.2	003 - Brazil operating plan	Call with Dan Freiman to review business plan assumptions
12/4/2014	Matias Satz	0.3	007 - Project management	Discuss with the team appropriate reporting practices
12/4/2014	Sofia Ramos	0.3	004 - Mexico operating plan	Reading preparation document for the financial plan call
12/4/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Call with Mck team to review plan information
12/4/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Reading preparation document for the Mexico 5 year plan update call
12/4/2014	Sofia Ramos	2.0	004 - Mexico operating plan	Nextel Mexico 5 year plan update call with Cliff Chen, Geoff White, Anand Mehta, and Nextel's team
12/4/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Review of previous pyramid model
12/4/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Understanding previous pyramid model key drivers
12/4/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Understanding previous pyramid model assumptions
12/4/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Formating original documents to build delta analysis for pyramid model for market
12/4/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Formating original documents to build delta analysis for pyramid model for Nextel
12/4/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Putting together required files to build delta analysis for pyramid model for market
12/4/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Putting together required files to build delta analysis for pyramid model for Nextel
12/4/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Calculating deltas of pyramid model for market
12/4/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Calculating deltas of pyramid model for Nextel
12/4/2014	Vicente Pegado	0.8	003 - Brazil operating plan	Meeting with McKinsey Brazil partners serving Nextel to identify M&S improvement opportunities
12/4/2014	Vicente Pegado	1.8	003 - Brazil operating plan	Site visit to CAP in Sao Paulo

Date	Name	Hours	Time Entry Category	Time Entry Description
12/4/2014	Vicente Pegado	1.9	003 - Brazil operating plan	Meeting with Nextel Brazil M&S leadership team to review 2015 initiatives
12/4/2014	Vicente Pegado	0.8	007 - Project management	Coordinating team staffing and project scope
12/4/2014	Vicente Pegado	1.1	003 - Brazil operating plan	Revision of capex composition
12/5/2014	Anand Mehta	1.0	003 - Brazil operating plan	Call with M. Satz, V. Pegado and others regarding Brazil business plan assumptions
12/5/2014	Anand Mehta	1.5	005 - HQ and other regions operating plans	Mapping of Argentina 2015 Budget file to consolidated cash forecasting model
12/5/2014	Anand Mehta	0.5	004 - Mexico operating plan	Researching foreign exchange rate forecasts for MXP/USD
12/5/2014	Anand Mehta	1.5	003 - Brazil operating plan	Quality control of Brazil financial model
12/5/2014	Anand Mehta	0.8	005 - HQ and other regions operating plans	Email exchange with C. Otto regarding debt schedules
12/5/2014	Anand Mehta	0.3	005 - HQ and other regions operating plans	Reviewing restructuring cost estimates received from C. Otto
12/5/2014	Anand Mehta	2.0	005 - HQ and other regions operating plans	Mapping financials for Chile to consolidated cash forecasting model
12/5/2014	Anand Mehta	0.5	004 - Mexico operating plan	Quality control of comparisons between current Mexico forecasts and prior Mexico forecasts
12/5/2014	Anand Mehta	1.0	005 - HQ and other regions operating plans	Reconciling Argentina subscriber forecasts
12/5/2014	Clifford Chen	2.2	006 - Cash forecasting	Reviewing debt modeling
12/5/2014	Clifford Chen	1.3	006 - Cash forecasting	Analyzing foreign exchange sensitivities
12/5/2014	Clifford Chen	1.8	003 - Brazil operating plan	Discussing working capital initiatives with T. Liano and F. Maeda
12/5/2014	Clifford Chen	1.9	006 - Cash forecasting	Modeling balance sheet reclassifications for business plan model
12/5/2014	Clifford Chen	2.6	003 - Brazil operating plan	Modeling revised Brazil 5-year plan for 2016-18 period
12/5/2014	Clifford Chen	0.8	007 - Project management	Compiling list of open items for business plan model
12/5/2014	Clifford Chen	1.4	006 - Cash forecasting	Reviewing actual results through October 2014
12/5/2014	Geoff White	0.6	006 - Cash forecasting	Entry of Mexico P&L into the financial model
12/5/2014	Geoff White	0.4	006 - Cash forecasting	Adjusting equity in the financial model to marry up to balance sheet
12/5/2014	Geoff White	0.4	006 - Cash forecasting	Aligning bank balances in the financial model to marry up to balance sheet
12/5/2014	Geoff White	0.6	006 - Cash forecasting	Making adjustments to balance sheet in financial model
12/5/2014	Geoff White	0.3	006 - Cash forecasting	Entry of Brazil P&L into the financial model
12/5/2014	Geoff White	0.3	006 - Cash forecasting	Group discussion with P Canto to determine what format the 15-18 P&L will come from M'gt
12/5/2014	Geoff White	1.4	006 - Cash forecasting	Linking all the debt in the financial model to the balance sheets
12/5/2014	Geoff White	0.5	006 - Cash forecasting	Call with Mck team to align on work re: financial model
12/5/2014	Geoff White	0.7	006 - Cash forecasting	Working on HQ P&L in the financial model
12/5/2014	Geoff White	2.7	006 - Cash forecasting	Working on the HQ balance sheet in the financial model
12/5/2014	Geoff White	0.3	006 - Cash forecasting	Reviewing Chile balance sheet and determining method on recording in financial model
12/5/2014	Geoff White	1.6	006 - Cash forecasting	Aligning Argentina P&L and entry into the financial model
12/5/2014	Geoff White	0.3	006 - Cash forecasting	Review of emails received from C Otto re: financial model
12/5/2014	Geoff White	0.4	006 - Cash forecasting	Reconciling Argentina P&L and email to A Mehta
12/5/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions and dynamics re: plan aspects
12/5/2014	Henrique Weaver	1.9	003 - Brazil operating plan	Call on store productivity
12/5/2014	Henrique Weaver	1.1	003 - Brazil operating plan	Discuss with Brazil team the emerging causes for variations in the business plan and the most reasonable assumptions going forward, main focus on gross adds, market share and ARPU
12/5/2014	Henrique Weaver	1.7	003 - Brazil operating plan	Review on the analysis on different technologies iDen vs. 3G
12/5/2014	Henrique Weaver	3.9	003 - Brazil operating plan	Meeting with Hugo R. Taboada, Fernando Espindola and Tatiana Vaccari
12/5/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/5/2014	Henrique Weaver	1.5	001 - Billable (non-working) travel	Travel from São Paulo to Rio de Janeiro
12/5/2014	Hugo Ruiz Taboada	1.9	003 - Brazil operating plan	Call on store productivity

Date	Name	Hours	Time Entry Category	Time Entry Description
12/5/2014	Hugo Rulz Taboada	1.1	003 - Brazil operating plan	Discuss with Brazil team the emerging causes for variations in the business plan and the most reasonable assumptions going forward, main focus on gross adds, market share and ARPU
12/5/2014	Hugo Rulz Taboada	3.1	003 - Brazil operating plan	Preparation of analysis on productivity by store
12/5/2014	Hugo Rulz Taboada	3.9	003 - Brazil operating plan	Meeting with Henrique Weaver, Fernando Espindola and Tatiana Vaccari
12/5/2014	Matias Satz	1.0	003 - Brazil operating plan	Discuss with Brazil team the emerging causes for variations in the business plan and the most reasonable assumptions going forward, main focus on gross adds, market share and ARPU
12/5/2014	Sofia Ramos	0.5	003 - Brazil operating plan	Reading material for discussion of Nextel Brazil plan discussion call
12/5/2014	Sofia Ramos	1.0	003 - Brazil operating plan	Call to discuss Nextel Brazil plan progress
12/5/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Split of delta analysis for New model into pre-paid and post-paid market
12/5/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Break down of delta analysis for New model into iDen and 3G technology
12/5/2014	Sofia Ramos	0.3	004 - Mexico operating plan	Request of FX rate for MXN and USD to McK's internal research team
12/5/2014	Sofia Ramos	0.3	004 - Mexico operating plan	Request of FX rate for Brazil reals and USD to McK's internal research team
12/5/2014	Sofia Ramos	0.3	004 - Mexico operating plan	Call with Anand Mehta to discuss FX rate changes
12/5/2014	Sofia Ramos	0.3	004 - Mexico operating plan	Update on request for FX rate for McK's internal research team
12/5/2014	Sofia Ramos	1.5	004 - Mexico operating plan	First draft of delta analysis drivers presentation
12/5/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Filling delta analysis presentation with information
12/5/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Delta analysis of New model update
12/6/2014	Anand Mehta	0.5	003 - Brazil operating plan	Analyzing Brazil store productivity metrics for gross add forecasts
12/6/2014	Anand Mehta	3.0	003 - Brazil operating plan	Mapping of 2016-2018 Brazil forecasts to consolidated cash forecasting model
12/6/2014	Anand Mehta	1.0	005 - HQ and other regions operating plans	Quality control of Argentina financial projections
12/6/2014	Anand Mehta	2.5	004 - Mexico operating plan	Reviewing and mapping Mexico financial projections received from B. Sanabria
12/6/2014	Anand Mehta	1.5	005 - HQ and other regions operating plans	Email exchange with G. White on outstanding items re: financial projections
12/6/2014	Anand Mehta	0.5	005 - HQ and other regions operating plans	Reviewing 2015 capital call received from C. Otto
12/6/2014	Anand Mehta	0.8	005 - HQ and other regions operating plans	Email exchange with J. Pignatta regarding financials for Argentina
12/6/2014	Clifford Chen	1.7	006 - Cash forecasting	Preparing list of non-cash items for reclassification
12/6/2014	Clifford Chen	3.4	006 - Cash forecasting	Modeling Brazil and Chile balance sheet and cash flows for 5-year plan
12/6/2014	Clifford Chen	1.3	006 - Cash forecasting	Modeling capital expenditures for 5-year plan
12/6/2014	Geoff White	1.5	006 - Cash forecasting	Adjusting Argentina mapping to include only Jan & Feb P&L of 2015
12/6/2014	Geoff White	0.4	006 - Cash forecasting	Consolidating other McK team members parts into the master financial model
12/6/2014	Geoff White	0.3	006 - Cash forecasting	Putting Brazil 2015-2018 P&L into financial model
12/6/2014	Geoff White	1.5	006 - Cash forecasting	Creating file to consolidate Chile balance sheets, having received updated ones from JP Pignatta
12/6/2014	Geoff White	0.2	006 - Cash forecasting	Adjusting Chile cashflow to align it with new balance sheet
12/6/2014	Henrique Weaver	1.1	003 - Brazil operating plan	Review on ARPU analysis
12/7/2014	Anand Mehta	2.0	006 - Cash forecasting	Quality control of consolidated cash forecasting model
12/7/2014	Anand Mehta	0.3	005 - HQ and other regions operating plans	Email exchange with C. Chen regarding restructuring expenses
12/7/2014	Clifford Chen	3.8	006 - Cash forecasting	Modeling HQ, Argentina, and Mexico balance sheet and cash flows for 5-year plan
12/7/2014	Clifford Chen	1.1	006 - Cash forecasting	Modeling revised capital expenditures for 5-year plan
12/7/2014	Clifford Chen	1.9	006 - Cash forecasting	Modeling preliminary working capital drivers for business plan
12/7/2014	Clifford Chen	2.6	006 - Cash forecasting	Modeling flexible 2015 quarterly cash and intercompany funding module by region
12/7/2014	Clifford Chen	1.4	007 - Project management	Compiling list of open items for business plan model
12/7/2014	Geoff White	0.3	006 - Cash forecasting	Revised MX P&L received from company. Inserting it into P&L
12/7/2014	Geoff White	0.3	006 - Cash forecasting	Inserting Argentina 2015 P&L into financial model

Date	Name	Hours	Time Entry Category	Time Entry Description
12/7/2014	Geoff White	1.5	006 - Cash forecasting	Aligning revised debt schedule, received by C Otto, to financial model
12/7/2014	Henrique Weaver	2.3	003 - Brazil operating plan	Analysis on the most relevant differences on P&L levers
12/7/2014	Henrique Weaver	0.6	003 - Brazil operating plan	Pending analysis review re: plan
12/7/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Analysis of capillary of stores in São Paulo and Rio de Janeiro
12/8/2014	Anand Mehta	2.0	004 - Mexico operating plan	Call with B. Sanabria, N. Llano and others regarding Mexico business plan
12/8/2014	Anand Mehta	0.8	004 - Mexico operating plan	Reviewing Mexico working capital assumptions
12/8/2014	Anand Mehta	1.5	004 - Mexico operating plan	Reviewing supporting materials provided by N. Llano re: financials
12/8/2014	Anand Mehta	0.8	004 - Mexico operating plan	Email exchange with N. Llano and others regarding inventory needs
12/8/2014	Anand Mehta	1.5	004 - Mexico operating plan	Updating Mexico forecasts with latest figures received from N. Llano
12/8/2014	Anand Mehta	1.0	005 - HQ and other regions operating plans	Preparing materials for and sending materials to C. Otto regarding debt schedules
12/8/2014	Anand Mehta	1.0	004 - Mexico operating plan	Reviewing and quality controlling comparison work done by S. Ramos
12/8/2014	Anand Mehta	1.0	003 - Brazil operating plan	Updating Brazil forecasts with latest information received from P. Canto
12/8/2014	Anand Mehta	0.3	004 - Mexico operating plan	Reviewing materials provided by N. Rodriguez on CapEx forecasts
12/8/2014	Clifford Chen	0.9	003 - Brazil operating plan	Reviewing preliminary analysis on Brazil operating plan
12/8/2014	Clifford Chen	1.9	003 - Brazil operating plan	Discussing preliminary analysis on Brazil operating plan with G. Hemmady, S. Khan, and D. Freiman
12/8/2014	Clifford Chen	0.6	007 - Project management	Meeting with Rothschild team regarding business plan model status
12/8/2014	Clifford Chen	1.2	003 - Brazil operating plan	Discussing Brazil operating plan analysis with P. Canto
12/8/2014	Clifford Chen	1.3	004 - Mexico operating plan	Reviewing Mexico working capital assumptions with N. Llano and N. Rodriguez
12/8/2014	Clifford Chen	2.3	003 - Brazil operating plan	Participating in working session with T. Llano and P. Canto regarding Brazil working capital reconciliation
12/8/2014	Clifford Chen	0.5	003 - Brazil operating plan	Communicating with R. Ruggiero regarding tax input file
12/8/2014	Clifford Chen	1.7	003 - Brazil operating plan	Reconciling subscriber metrics for long-range plan with R. Winffel and P. Canto
12/8/2014	Clifford Chen	0.5	003 - Brazil operating plan	Researching churn assumptions
12/8/2014	Clifford Chen	1.4	003 - Brazil operating plan	Reviewing presentation materials against model output
12/8/2014	Clifford Chen	3.1	006 - Cash forecasting	Preparing detailed variance analysis of current business plan against prior April plan
12/8/2014	Geoff White	0.5	004 - Mexico operating plan	Call with A Mehta for MX call prep
12/8/2014	Geoff White	1.2	006 - Cash forecasting	Aligning debt schedules
12/8/2014	Geoff White	1.5	004 - Mexico operating plan	Call with Mexico management regarding 5 year plan
12/8/2014	Geoff White	1.8	003 - Brazil operating plan	Investigating discrepancies in subscriptions P&L submission from Brazil management
12/8/2014	Geoff White	0.9	006 - Cash forecasting	Investigating debt schedule discrepancies
12/8/2014	Geoff White	0.4	006 - Cash forecasting	Emails on debt schedule with A Mehta and C Otto
12/8/2014	Geoff White	1.1	003 - Brazil operating plan	Meeting with Brazil CEO and CFO on progress to date
12/8/2014	Geoff White	0.4	006 - Cash forecasting	Fixing Chile net income in the financial model
12/8/2014	Geoff White	0.3	006 - Cash forecasting	Adjusting DIO in the financial model
12/8/2014	Geoff White	1.3	006 - Cash forecasting	Full reviewing of model prior to distribution
12/8/2014	Geoff White	0.3	007 - Project management	Call with K Carmody to update on progress re: model
12/8/2014	Geoff White	0.3	006 - Cash forecasting	Reviewing FX rates in the model
12/8/2014	Geoff White	1.3	006 - Cash forecasting	Creating file for Consolidated balance sheet, post Chile adjustments
12/8/2014	Geoff White	1.2	006 - Cash forecasting	Creating balance sheet eliminations file and inserting into financial model
12/8/2014	Henrique Weaver	1.5	001 - Billable (non-working) travel	Travel from Rio de Janeiro to São Paulo
12/8/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions and dynamics re: plan financials
12/8/2014	Henrique Weaver	1.4	003 - Brazil operating plan	Review on the analysis on the 3G gross adds gap
12/8/2014	Henrique Weaver	1.1	003 - Brazil operating plan	Internal McKinsey problem solving session on the main findings re: 5 year plan
12/8/2014	Henrique Weaver	1.4	003 - Brazil operating plan	Discussion about Brazil's 5-year plan update

Date	Name	Hours	Time Entry Category	Time Entry Description
12/8/2014	Henrique Weaver	2.3	003 - Brazil operating plan	Review of presentation for Nextel Brazil CEO and CFO
12/8/2014	Henrique Weaver	2.2	003 - Brazil operating plan	Meeting with Gokul Hemmady (Nextel Brazil CEO) and Shamim Khan (Nextel Brazil CFO) on main findings
12/8/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/8/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Analysis of the gap in 3G gross adds gap generated by direct, indirect retail and direct channels
12/8/2014	Hugo Ruiz Taboada	1.2	003 - Brazil operating plan	Preparation for the meeting with the Brazil leadership (Gokul), initial discussion on main risks and priorities going forward
12/8/2014	Hugo Ruiz Taboada	1.2	003 - Brazil operating plan	Revision of financial statements of 2015
12/8/2014	Hugo Ruiz Taboada	1.4	003 - Brazil operating plan	Discussion about Brazil's 5-year plan update
12/8/2014	Hugo Ruiz Taboada	3.4	003 - Brazil operating plan	Analysis of the gap in 3G gross adds gap generated in different estimations in 2015
12/8/2014	Jay Jubas	1.0	003 - Brazil operating plan	Team problem solving on Brazil business plan focused on 2014 variance and 2015 commercial plan
12/8/2014	Jay Jubas	1.4	004 - Mexico operating plan	Discussion with D Freiman and FP&A team of select cash issues in Mexico
12/8/2014	Matias Satz	1.0	003 - Brazil operating plan	Preparation for the meeting with the Brazil leadership (Gokul), initial discussion on main risks and priorities going forward
12/8/2014	Matias Satz	0.5	004 - Mexico operating plan	In person discussion with Mexico team to review 2015 projections and assumptions
12/8/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Reading preparation document for call
12/8/2014	Sofia Ramos	2.5	004 - Mexico operating plan	Mexico 5 year plan review call with Cliff Chen, Matias Satz, Anand Mehta, and Nextel team
12/8/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Delta analysis of New model update with new information
12/8/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Iteration of delta analysis for New model presentation format
12/8/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Update of delta analysis of New model presentation
12/8/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Update of delta analysis of pyramid model for market
12/8/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Update of delta analysis of Pyramid model for Nextel
12/8/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Testing delta analysis of Pyramid model for market
12/8/2014	Vicente Pegado	1.0	003 - Brazil operating plan	Team problem solving on Brazil business plan focused on 2014 variance and 2015 commercial plan
12/8/2014	Vicente Pegado	0.8	007 - Project management	Definition of priorities, needed interactions and dynamics for the day
12/8/2014	Vicente Pegado	1.4	003 - Brazil operating plan	Discussion about Brazil's 5-year plan update
12/9/2014	Anand Mehta	1.0	006 - Cash forecasting	Call with D. Freiman, C. Otto and others regarding consolidated cash forecast
12/9/2014	Anand Mehta	1.2	003 - Brazil operating plan	Communicating with C. Chen and V. Pegado regarding foreign exchange sensitivities in business plan
12/9/2014	Anand Mehta	1.5	006 - Cash forecasting	Quality control of consolidated cash forecasting model
12/9/2014	Anand Mehta	2.0	003 - Brazil operating plan	Updating Brazil forecasts with latest information received
12/9/2014	Anand Mehta	1.0	004 - Mexico operating plan	Updating consolidated cash forecasting model for latest Mexico forecasts
12/9/2014	Anand Mehta	0.5	004 - Mexico operating plan	Reviewing supporting financial materials provided by B. Sanabria
12/9/2014	Anand Mehta	1.0	005 - HQ and other regions operating plans	Updating consolidated cash forecasting model for latest HQ forecasts
12/9/2014	Anand Mehta	0.8	006 - Cash forecasting	Updating consolidated cash forecasting model for VAT forecasts
12/9/2014	Anand Mehta	0.5	004 - Mexico operating plan	Email exchange with B. Sanabria regarding Mexico business working capital assumptions
12/9/2014	Anand Mehta	0.5	004 - Mexico operating plan	Quality control of Mexico financial projections
12/9/2014	Anand Mehta	0.5	003 - Brazil operating plan	Quality control of Brazil tax projections
12/9/2014	Anand Mehta	1.5	006 - Cash forecasting	Quality control of consolidated cash forecasting model
12/9/2014	Anand Mehta	2.0	006 - Cash forecasting	Preparing materials for project update with S. Shindler
12/9/2014	Clifford Chen	1.2	003 - Brazil operating plan	Communicating with A. Mehta and V. Pegado regarding foreign exchange sensitivities in business plan

Date	Name	Hours	Time Entry Category	Time Entry Description
12/9/2014	Clifford Chen	1.6	006 - Cash forecasting	Checking and revising business plan model
12/9/2014	Clifford Chen	0.8	004 - Mexico operating plan	Communicating with B. Sanabria regarding COGS assumptions in 5-year plan
12/9/2014	Clifford Chen	1.1	003 - Brazil operating plan	Communicating with C. Tsuzuku and D. Rocha regarding tax calculations
12/9/2014	Clifford Chen	2.9	003 - Brazil operating plan	Participating in working session with T. Liano and P. Canto regarding Brazil working capital and taxes
12/9/2014	Clifford Chen	1.6	006 - Cash forecasting	Meeting with D. Freiman, C. Otto, and B. Sanabria regarding business plan model status update
12/9/2014	Clifford Chen	2.2	005 - HQ and other regions operating plans	Revising business plan model based on comments from Treasury
12/9/2014	Clifford Chen	2.4	006 - Cash forecasting	Modeling balance sheet and cash flow changes in business plan model
12/9/2014	Geoff White	0.5	003 - Brazil operating plan	Meeting with CFO of Brazil re: plan
12/9/2014	Geoff White	2.4	003 - Brazil operating plan	Working with P. Canto (Head of FP&A) to align 2015-18 Brazil budgets
12/9/2014	Geoff White	3.7	003 - Brazil operating plan	Working through discrepancies in the Brazil 2015-2018 budget
12/9/2014	Geoff White	1.5	006 - Cash forecasting	Updating Brazil financial model in light of revised forecast from management
12/9/2014	Geoff White	1.5	006 - Cash forecasting	Call with C. Otto, D. Freiman, B. Sanabria et al on the company plan
12/9/2014	Geoff White	1.0	006 - Cash forecasting	Call with A. Mehta and C. Chen on financial model
12/9/2014	Geoff White	0.5	006 - Cash forecasting	Adjusting model for working capital
12/9/2014	Geoff White	0.7	006 - Cash forecasting	Adjusting model to tie in ending bank balances with capital call schedule
12/9/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions re: budget 2015
12/9/2014	Henrique Weaver	1.6	003 - Brazil operating plan	Review on analysis of gross adds gap for 2015
12/9/2014	Henrique Weaver	0.9	003 - Brazil operating plan	Discussion with Fernando Espindola on the 2015 budget
12/9/2014	Henrique Weaver	0.4	003 - Brazil operating plan	Call with Pedro Azambuja (sales) on the planned productivity for 2015
12/9/2014	Henrique Weaver	1.9	003 - Brazil operating plan	Revision of NII Business plan
12/9/2014	Henrique Weaver	1.1	003 - Brazil operating plan	Call with McKinsey expert on productivity
12/9/2014	Henrique Weaver	3.7	003 - Brazil operating plan	Analysis on productivity
12/9/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings and communication with team leadership re: budget/financials
12/9/2014	Hugo Ruiz Taboada	1.4	003 - Brazil operating plan	Alinhamento Budget 2015 (revisão chapter 11)
12/9/2014	Hugo Ruiz Taboada	1.9	003 - Brazil operating plan	Revision of NII Business plan
12/9/2014	Hugo Ruiz Taboada	1.1	003 - Brazil operating plan	Search of store benchmarks
12/9/2014	Hugo Ruiz Taboada	3.8	003 - Brazil operating plan	Benchmarks for store productivity
12/9/2014	Hugo Ruiz Taboada	1.9	003 - Brazil operating plan	Preparation for internal working session re: Nextel Brazil business plan
12/9/2014	Jay Jubas	1.2	005 - HQ and other regions operating plans	Discussion with Dan Freiman and others of open items in plan
12/9/2014	Matias Satz	0.7	004 - Mexico operating plan	Discussion with D. Freiman and FP&A team on progress and pending issues in Mexico
12/9/2014	Matias Satz	0.7	003 - Brazil operating plan	Discussion with D. Freiman and FP&A team on progress and pending issues in Brazil
12/9/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Testing delta analysis of Pyramid model for Nextel
12/9/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Discussion of delta analysis of Pyramid model for market outcome
12/9/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Identification of key drivers of differences for delta analysis of Pyramid model for market
12/9/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Discussion of delta analysis of Pyramid model for Nextel outcome
12/9/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Identification of key drivers of differences for delta analysis of Pyramid model for Nextel
12/9/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Deep dive into identified key differences in the delta analysis of Pyramid model for market
12/9/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Deep dive into identified key differences in the delta analysis of Nextel model for market
12/9/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Initial presentation for delta analysis of Pyramid model for market
12/9/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Initial presentation for delta analysis of Pyramid model for Nextel
12/9/2014	Vicente Pegado	0.7	003 - Brazil operating plan	Discussion with D. Freiman and FP&A team on progress and pending issues in Brazil
12/10/2014	Anand Mehta	1.0	004 - Mexico operating plan	Call with B. Sanabria regarding Mexico business plan
12/10/2014	Anand Mehta	1.0	003 - Brazil operating plan	Call with G. Hemmady, S. Khan and others regarding Brazil business plan

Date	Name	Hours	Time Entry Category	Time Entry Description
12/10/2014	Anand Mehta	0.5	006 - Cash forecasting	Email exchange with C. Otto regarding working capital assumptions
12/10/2014	Anand Mehta	0.3	005 - HQ and other regions operating plans	Email exchange with C. Otto regarding debt schedules
12/10/2014	Anand Mehta	1.0	006 - Cash forecasting	Email exchange with C. Otto regarding consolidated cash forecast
12/10/2014	Anand Mehta	1.0	004 - Mexico operating plan	Incorporating revised forecasts into consolidated cash forecasting model
12/10/2014	Anand Mehta	2.0	006 - Cash forecasting	Quality control of consolidated cash forecasting model
12/10/2014	Anand Mehta	1.5	003 - Brazil operating plan	Reviewing plan materials for presentation to G. Hemmady.
12/10/2014	Anand Mehta	0.5	004 - Mexico operating plan	Incorporating revised debt forecasts received from C. Otto
12/10/2014	Anand Mehta	2.0	004 - Mexico operating plan	Email exchange with B. Sanabria and N. Liano regarding Mexico financial projections
12/10/2014	Anand Mehta	0.5	006 - Cash forecasting	Email exchange with C. Otto regarding language for presentation materials
12/10/2014	Anand Mehta	0.8	004 - Mexico operating plan	Quality control of comparisons between current Mexico forecasts and prior Mexico forecasts
12/10/2014	Anand Mehta	2.0	006 - Cash forecasting	Preparing materials for S. Shindler project update
12/10/2014	Clifford Chen	1.8	003 - Brazil operating plan	Meeting with T. Liano regarding working capital reconciliations
12/10/2014	Clifford Chen	1.4	006 - Cash forecasting	Participating in meeting with D. Freiman, B. Sanabria, and C. Otto regarding consolidated business plan review
12/10/2014	Clifford Chen	1.6	006 - Cash forecasting	Modeling working capital accounts for Mexico and Brazil
12/10/2014	Clifford Chen	1.7	006 - Cash forecasting	Communicating with N. Liano and T. Liano regarding working capital cash use in 2016-18
12/10/2014	Clifford Chen	1.1	006 - Cash forecasting	Modeling performance bond reclassifications in balance sheet for Brazil per comments from D. Freiman
12/10/2014	Clifford Chen	2.8	006 - Cash forecasting	Preparing output and analysis schedules for business plan model
12/10/2014	Clifford Chen	0.9	006 - Cash forecasting	Preparing presentation materials regarding working capital
12/10/2014	Clifford Chen	1.7	006 - Cash forecasting	Preparing draft Board presentation for consolidated business plan
12/10/2014	Geoff White	1.2	006 - Cash forecasting	Designing debt variance schedule for financial model
12/10/2014	Geoff White	3.2	006 - Cash forecasting	Entry of debt data into debt schedule
12/10/2014	Geoff White	1.8	006 - Cash forecasting	Aligning debt data in the debt variance schedule with the previous 6+6 forecast
12/10/2014	Geoff White	1.5	006 - Cash forecasting	Adjusting existing debt schedule to better reflect position of the company
12/10/2014	Geoff White	0.8	006 - Cash forecasting	On receipt of a revised Mexico debt schedule from the company, entering into the financial model
12/10/2014	Geoff White	0.9	006 - Cash forecasting	Investigating accrued expense increase in Mexico balance sheet
12/10/2014	Geoff White	1.8	006 - Cash forecasting	Re-classifying debt to align net working capital in the model correctly
12/10/2014	Geoff White	1.1	006 - Cash forecasting	Creation of description of debt variances between old and new model for entry in deck
12/10/2014	Geoff White	0.8	006 - Cash forecasting	Review of financial model
12/10/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions re: productivity
12/10/2014	Henrique Weaver	3.3	003 - Brazil operating plan	Discussion on findings in productivity
12/10/2014	Henrique Weaver	1.1	003 - Brazil operating plan	Internal McKinsey problem solving session, in preparation for meeting with Gokul Hemmady
12/10/2014	Henrique Weaver	3.8	003 - Brazil operating plan	Review overall perspective for Nextel Brazil BP 2015
12/10/2014	Henrique Weaver	2.3	003 - Brazil operating plan	Meeting with Gokul Hemmady (Nextel Brazil CEO) and Shamim Khan (Nextel Brazil CFO) - update on main findings
12/10/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings re: Nextel Brazil meeting
12/10/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Preparation of excel and powerpoint of overall perspective of Nextel Brazil BP for 2015
12/10/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Understanding of plan to bridge the 2.1 million gross adds forecasted by the company in 2015 with M&S operational team
12/10/2014	Hugo Ruiz Taboada	1.8	003 - Brazil operating plan	Analysis of different factors supporting growth aspirations
12/10/2014	Hugo Ruiz Taboada	2.1	003 - Brazil operating plan	Analysis of different FX impact in financials projections

Date	Name	Hours	Time Entry Category	Time Entry Description
12/10/2014	Hugo Ruiz Taboada	1.2	003 - Brazil operating plan	Preparation for the meeting with Steve Shindler, discussion on emerging risks
12/10/2014	Jay Jubas	0.9	004 - Mexico operating plan	Review operating plan analyses with Mexico team
12/10/2014	Jay Jubas	1.1	003 - Brazil operating plan	Review operating plan analyses with Brazil leadership
12/10/2014	Matias Satz	1.0	003 - Brazil operating plan	Preparation for the meeting with Steve Shindler, discussion on emerging risks
12/10/2014	Sofia Ramos	0.5	003 - Brazil operating plan	Reading material for discussion of Nextel Brazil plan final revision call
12/10/2014	Sofia Ramos	1.0	003 - Brazil operating plan	Nextel Brazil plan final review of presentation call
12/10/2014	Sofia Ramos	1.8	004 - Mexico operating plan	Delta analysis for Pyramid model for market update and corrections
12/10/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Delta analysis for Pyramid model for Nextel update and corrections
12/10/2014	Sofia Ramos	1.8	004 - Mexico operating plan	Update and corrections of presentation for delta analysis of New model
12/10/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Update and corrections of presentation for delta analysis of Pyramid model for market
12/10/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Update and corrections of presentation for delta analysis of Pyramid model for Nextel
12/10/2014	Vicente Pegado	1.0	003 - Brazil operating plan	Preparation for the meeting with Steve Shindler, discussion on emerging risks
12/10/2014	Vicente Pegado	2.3	003 - Brazil operating plan	Meeting with Gokul Hemmady (Nextel Brazil CEO) and Shamim Khan (Nextel Brazil CFO) - update on the main findings
12/11/2014	Anand Mehta	2.0	006 - Cash forecasting	Call with S. Shindler, J. Figueroa, D. Freiman and others regarding consolidated cash forecast
12/11/2014	Anand Mehta	0.5	006 - Cash forecasting	Call with G. White and J. Pignatta regarding adjustments to EBITDA
12/11/2014	Anand Mehta	0.5	004 - Mexico operating plan	Call with C. Otto, N. Llano and others regarding Mexico working capital assumptions
12/11/2014	Anand Mehta	1.5	003 - Brazil operating plan	Reviewing plan presentation materials
12/11/2014	Anand Mehta	0.3	005 - HQ and other regions operating plans	Email exchange with C. Otto regarding debt schedules
12/11/2014	Anand Mehta	0.3	005 - HQ and other regions operating plans	Email exchange regarding timing of Argentina sale
12/11/2014	Anand Mehta	1.0	005 - HQ and other regions operating plans	Updating financial projections to change Argentina sale timing
12/11/2014	Anand Mehta	1.0	006 - Cash forecasting	Call with J. Pignatta on adjustments to EBITDA
12/11/2014	Anand Mehta	2.5	003 - Brazil operating plan	Updating financial projections for latest Brazil forecasts
12/11/2014	Anand Mehta	0.5	006 - Cash forecasting	Email exchange with C. Otto regarding bondholder presentation materials
12/11/2014	Anand Mehta	1.0	005 - HQ and other regions operating plans	Email exchange with C. Otto and B. Sanabria on HQ interest expense forecasts
12/11/2014	Anand Mehta	1.5	006 - Cash forecasting	Quality control of consolidated cash forecasting model
12/11/2014	Anand Mehta	2.5	006 - Cash forecasting	Updating presentation materials
12/11/2014	Clifford Chen	3.1	006 - Cash forecasting	Revising Board presentation for consolidated business plan per comments from D. Freiman, C. Otto, and B. Sanabria
12/11/2014	Clifford Chen	2.2	006 - Cash forecasting	Participating in meeting with D. Freiman, C. Otto, and B. Sanabria regarding Board presentation review
12/11/2014	Clifford Chen	2.3	006 - Cash forecasting	Preparing responses to business plan questions from D. Freiman
12/11/2014	Clifford Chen	1.2	003 - Brazil operating plan	Reviewing presentation materials for Brazil operating assumptions
12/11/2014	Clifford Chen	1.3	006 - Cash forecasting	Participating in meeting with S. Shindler, J. Figueroa, D. Freiman, B. Sanabria, and G. Hemmady regarding consolidated business plan review
12/11/2014	Clifford Chen	3.2	003 - Brazil operating plan	Participating in working session with T. Llano, R. Ruggiero, C. Tsuzuku, and S. Khan regarding VAT calculation bottom-up analysis construction
12/11/2014	Clifford Chen	0.7	003 - Brazil operating plan	Coordinating change to Interconnect expense in model based on recent regulatory changes
12/11/2014	Clifford Chen	0.9	003 - Brazil operating plan	Updating Brazil 5-year plan with revised VAT and income tax calculations
12/11/2014	Geoff White	0.4	006 - Cash forecasting	Reviewing covenant calculations
12/11/2014	Geoff White	1.3	006 - Cash forecasting	Creating adjusted EBITDA slide for presentation in senior management meeting
12/11/2014	Geoff White	1.2	006 - Cash forecasting	Fulfilling C. Otto's request to amend layout of debt schedule
12/11/2014	Geoff White	2.8	006 - Cash forecasting	Creating further debt schedule to show debt by region
12/11/2014	Geoff White	0.9	006 - Cash forecasting	Calls with B. Sanabria and J. Pignatta on bridging adjusting EBITDA

Date	Name	Hours	Time Entry Category	Time Entry Description
12/11/2014	Geoff White	0.3	006 - Cash forecasting	Reviewing business plans files sent by JP Pignatta
12/11/2014	Geoff White	1.1	006 - Cash forecasting	Building adjusted EBITDA bridge in the model
12/11/2014	Geoff White	2.0	006 - Cash forecasting	Meeting with senior management on business plan
12/11/2014	Geoff White	0.7	006 - Cash forecasting	Adding footnotes to the presentation for senior management
12/11/2014	Geoff White	0.3	006 - Cash forecasting	Entry of Brazil plan in the financial model
12/11/2014	Geoff White	1.3	006 - Cash forecasting	Investigating interest expense variances
12/11/2014	Geoff White	0.9	006 - Cash forecasting	Reviewing debt schedule in model
12/11/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions re: company projections
12/11/2014	Henrique Weaver	1.6	003 - Brazil operating plan	Review of analysis on FX Impact in financial projection
12/11/2014	Henrique Weaver	3.6	003 - Brazil operating plan	Analysis on the main growth drivers
12/11/2014	Henrique Weaver	1.2	003 - Brazil operating plan	Readout of the Business plan with D. Freiman and FP&A team
12/11/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings re: business plan
12/11/2014	Henrique Weaver	1.5	001 - Billable (non-working) travel	Travel from São Paulo to Rio de Janeiro
12/11/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Preparation of presentation powerpoint of final presentation with D. Freiman
12/11/2014	Hugo Ruiz Taboada	1.2	003 - Brazil operating plan	Readout of the Business plan with D. Freiman and FP&A team
12/11/2014	Hugo Ruiz Taboada	3.6	003 - Brazil operating plan	Preparation of analysis of postpaid market in São Paulo
12/11/2014	Hugo Ruiz Taboada	3.6	003 - Brazil operating plan	Preparation of analysis of postpaid market in Rio de Janeiro
12/11/2014	Jay Jubas	0.5	003 - Brazil operating plan	Review draft Brazil document regarding business plan
12/11/2014	Kevin Carmody	0.6	006 - Cash forecasting	Participating in meeting with D. Freiman, C. Otto, and B. Sanabria regarding Board presentation review (attended first portion of discussion)
12/11/2014	Kevin Carmody	2.3	006 - Cash forecasting	Preparing responses to business plan questions from D. Freiman
12/11/2014	Matias Satz	1.0	004 - Mexico operating plan	Readout of the Business plan with D. Freiman and FP&A team
12/11/2014	Matias Satz	1.0	003 - Brazil operating plan	Readout of the Business plan with D. Freiman and FP&A team
12/11/2014	Sofia Ramos	0.5	004 - Mexico operating plan	Reading material for 5 year plan readout call
12/11/2014	Sofia Ramos	2.3	004 - Mexico operating plan	5 year plan readout call
12/11/2014	Sofia Ramos	1.8	004 - Mexico operating plan	Delta analysis for 2015 and 2014 years of New model
12/11/2014	Sofia Ramos	1.5	004 - Mexico operating plan	Delta analysis for 2015 and 2014 years of Pyramid model for market
12/11/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Delta analysis for 2015 and 2014 years of Pyramid model for Nextel
12/11/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Initial layout for delta analysis for 2015 and 2014 years of New model presentation
12/11/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Initial layout for delta analysis for 2015 and 2014 years of Pyramid model for market presentation
12/11/2014	Vicente Pegado	1.0	003 - Brazil operating plan	Readout of the Business plan with D. Freiman and FP&A team
12/12/2014	Anand Mehta	0.5	006 - Cash forecasting	Call with D. Freiman, B. Sanabria, C. Otto and others regarding adjustments to EBITDA
12/12/2014	Anand Mehta	1.5	006 - Cash forecasting	Email exchange with C. Otto and B. Sanabria on cash forecasting model
12/12/2014	Anand Mehta	3.0	006 - Cash forecasting	Updating financial/plan presentation materials
12/12/2014	Anand Mehta	1.0	003 - Brazil operating plan	Reviewing materials for presentation to G. Hemmady
12/12/2014	Anand Mehta	4.0	006 - Cash forecasting	Updating consolidated cash forecasting model to reflect changes requested by D. Freiman
12/12/2014	Clifford Chen	0.6	006 - Cash forecasting	Meeting with C. Otto, D. Freiman, and J. Pignatta regarding adjusted EBITDA calculations
12/12/2014	Clifford Chen	0.7	003 - Brazil operating plan	Updating Brazil 5-year plan with revised VAT and income tax calculations
12/12/2014	Clifford Chen	1.6	005 - HQ and other regions operating plans	Updating business plan to reflect delayed Argentina sale into 2015
12/12/2014	Clifford Chen	1.2	003 - Brazil operating plan	Meeting with T. Llano to reconcile Brazil working capital accounts
12/12/2014	Clifford Chen	0.8	003 - Brazil operating plan	Communicating with S. Khan regarding Brazil model finalization
12/12/2014	Clifford Chen	1.4	004 - Mexico operating plan	Updating Mexico working capital assumptions per B. Sanabria comments
12/12/2014	Clifford Chen	1.7	005 - HQ and other regions operating plans	Coordinating pending debt schedule updates in business plan model
12/12/2014	Clifford Chen	2.3	006 - Cash forecasting	Checking business plan model mechanics

Date	Name	Hours	Time Entry Category	Time Entry Description
12/12/2014	Geoff White	2.0	006 - Cash forecasting	Work on bridging adjusted EBITDA schedules in the model
12/12/2014	Geoff White	0.7	006 - Cash forecasting	Calls with C Otto, JP Pignatta and D Freiman on bridging adjusting EBITDA
12/12/2014	Geoff White	0.3	006 - Cash forecasting	Reviewing adjusted EBITDA info received from JP Pignatta
12/12/2014	Geoff White	1.4	006 - Cash forecasting	Adjusting financial model to contain company schedules on adjusted EBITDA
12/12/2014	Geoff White	0.5	006 - Cash forecasting	Putting slides together on adjusted EBITDA
12/12/2014	Geoff White	1.1	006 - Cash forecasting	Checking numbers for adjusted EBITDA all tie
12/12/2014	Geoff White	7.5	001 - Billable (non-working) travel	Travel from Sao Paulo to London
12/12/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions re: markets for Sao Paulo and Rio de Janeiro
12/12/2014	Henrique Weaver	1.6	003 - Brazil operating plan	Review and analysis on postpaid market for Sao Paulo
12/12/2014	Henrique Weaver	1.4	003 - Brazil operating plan	Review and analysis on postpaid market for Rio de Janeiro
12/12/2014	Henrique Weaver	2.7	003 - Brazil operating plan	Review on analysis on share of gross adds evolution in Sao Paulo
12/12/2014	Henrique Weaver	2.1	003 - Brazil operating plan	Review on analysis on share of gross adds evolution in Rio de Janeiro
12/12/2014	Henrique Weaver	2.8	003 - Brazil operating plan	Review and analysis on key business plan assumptions for 2016-2018
12/12/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day re: principal business plan assumptions
12/12/2014	Hugo Ruiz Taboada	2.9	003 - Brazil operating plan	Preparation of analysis of share of gross adds evolution in Sao Paulo
12/12/2014	Hugo Ruiz Taboada	2.9	003 - Brazil operating plan	Preparation of analysis of share of gross adds evolution in Rio de Janeiro
12/12/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Review of key business plan assumptions for years 2016-2018
12/12/2014	Hugo Ruiz Taboada	1.9	003 - Brazil operating plan	Meeting with Renzo Winffel to further understand impact of competition on gross adds and churn
12/12/2014	Jay Jubas	0.5	003 - Brazil operating plan	Review draft Brazil document regarding business plan
12/12/2014	Kevin Carmody	0.6	006 - Cash forecasting	Review financial model assumptions
12/12/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Update and corrections of delta analysis for 2015 and 2014 years of New model
12/12/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Update and corrections of delta analysis for 2015 and 2014 years of Pyramid model for market
12/12/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Update and corrections of delta analysis for 2015 and 2014 years of Pyramid model for Nextel
12/12/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Update of delta analysis for 2015 and 2014 years of New model presentation
12/12/2014	Sofia Ramos	0.8	004 - Mexico operating plan	Update of delta analysis for 2015 and 2014 years of Pyramid model for market presentation
12/12/2014	Sofia Ramos	1.3	004 - Mexico operating plan	Presentation of delta analysis for 2015 and 2014 years of Pyramid model for Nextel
12/12/2014	Sofia Ramos	1.0	004 - Mexico operating plan	Prepare files with the latest versions of analysis and presentations
12/12/2014	Vicente Pegado	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/13/2014	Anand Mehta	3.0	006 - Cash forecasting	Updating consolidated cash forecasting model to reflect changes requested by D. Freiman
12/13/2014	Anand Mehta	5.0	006 - Cash forecasting	Updating bondholder presentation materials to reflect changes requested by D. Freiman
12/13/2014	Anand Mehta	0.3	005 - HQ and other regions operating plans	Email exchange with D. Hase regarding interest expense
12/13/2014	Clifford Chen	6.0	001 - Billable (non-working) travel	Travel from Sao Paulo to New York
12/13/2014	Clifford Chen	1.3	005 - HQ and other regions operating plans	Updating HQ and regional capital expenditures per B. Sanabria comments
12/13/2014	Clifford Chen	1.1	006 - Cash forecasting	Refining working capital assumptions for intra-quarter seasonality
12/13/2014	Clifford Chen	1.6	006 - Cash forecasting	Updating model output schedules for revised business plan
12/13/2014	Kevin Carmody	0.4	006 - Cash forecasting	Review working capital assumptions embedded in financial model
12/13/2014	Kevin Carmody	1.6	006 - Cash forecasting	Updating model output schedules for revised business plan
12/14/2014	Anand Mehta	5.0	006 - Cash forecasting	Updating Board presentation materials to reflect changes requested by D. Freiman
12/14/2014	Anand Mehta	3.0	006 - Cash forecasting	Updating bondholder presentation materials to reflect changes requested by D. Freiman
12/14/2014	Clifford Chen	2.1	006 - Cash forecasting	Updating Board presentation for revised business plan
12/14/2014	Clifford Chen	0.8	007 - Project management	Communicating with McKinsey team regarding status updates
12/14/2014	Clifford Chen	1.4	006 - Cash forecasting	Replying to communications from D. Freiman and C. Otto regarding business plan questions

Date	Name	Hours	Time Entry Category	Time Entry Description
12/14/2014	Kevin Carmody	0.6	006 - Cash forecasting	Review board presentation
12/15/2014	Anand Mehta	4.0	006 - Cash forecasting	Preparing materials for Disclosure Statement
12/15/2014	Anand Mehta	0.5	007 - Project management	Call with K. Carmody regarding project management
12/15/2014	Anand Mehta	0.5	007 - Project management	Call with D. Freiman, B. Sanabria, C. Otto and others regarding project management
12/15/2014	Anand Mehta	0.7	006 - Cash forecasting	Communicating with K. Carmody, J. Jubas, and C. Chen regarding disclosure statement exhibit
12/15/2014	Clifford Chen	1.3	006 - Cash forecasting	Preparing external version of model for distribution
12/15/2014	Clifford Chen	1.7	006 - Cash forecasting	Discussing foreign exchange rate assumptions with D. Freiman, C. Otto, and B. Sanabria
12/15/2014	Clifford Chen	0.6	003 - Brazil operating plan	Discussing foreign exchange rate assumptions with P. Canto
12/15/2014	Clifford Chen	0.5	003 - Brazil operating plan	Communicating with T. Liano regarding covenant calculations
12/15/2014	Clifford Chen	0.5	006 - Cash forecasting	Call with M. Cohen regarding disclosure statement exhibit
12/15/2014	Clifford Chen	0.7	006 - Cash forecasting	Communicating with K. Carmody, J. Jubas, and A. Mehta regarding disclosure statement exhibit
12/15/2014	Clifford Chen	0.7	006 - Cash forecasting	Participating in status call with Rothschild and Treasury teams
12/15/2014	Geoff White	1.5	006 - Cash forecasting	Review of emails from Nextel management, the financial model and the BoD presentation
12/15/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities re: business plan
12/15/2014	Henrique Weaver	3.9	003 - Brazil operating plan	Understanding status of 10 Initiatives of M&S team
12/15/2014	Henrique Weaver	2.7	003 - Brazil operating plan	Review on needed analysis for BP 2016-2018 - ARPU/ Churn
12/15/2014	Henrique Weaver	2.8	003 - Brazil operating plan	Review on needed analysis for BP 2016-2018 - Subsidies / Commissions
12/15/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership re: financials
12/15/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Understanding status of the 10 Initiatives of M&S team
12/15/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Additional analysis of business plan years 2016-2018 focus on ARPU and Churn
12/15/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Additional analysis of business plan years 2016-2018 focus on cost lines subsidies and commissions
12/15/2014	Jay Jubas	0.9	003 - Brazil operating plan	Review draft Brazil document regarding business plan
12/15/2014	Kevin Carmody	0.7	006 - Cash forecasting	Call with C. Chen to discuss results of financial analysis
12/15/2014	Vicente Pegado	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/16/2014	Anand Mehta	0.5	006 - Cash forecasting	Call with Rothschild regarding blowout deck
12/16/2014	Anand Mehta	0.5	003 - Brazil operating plan	Call with J. Pignatta, P. Canto and others regarding transfer of Brazil financial model
12/16/2014	Anand Mehta	0.7	006 - Cash forecasting	Communicating with K. Carmody and C. Chen regarding disclosure statement exhibit narrative
12/16/2014	Clifford Chen	0.4	006 - Cash forecasting	Call with M. Chou regarding bondholder presentation
12/16/2014	Clifford Chen	3.4	006 - Cash forecasting	Preparing draft disclosure statement financial projections exhibit
12/16/2014	Clifford Chen	0.7	006 - Cash forecasting	Communicating with K. Carmody and A. Mehta regarding disclosure statement exhibit narrative
12/16/2014	Clifford Chen	0.9	003 - Brazil operating plan	Communicating with S. Khan and P. Canto regarding foreign exchange rate assumptions
12/16/2014	Clifford Chen	1.2	006 - Cash forecasting	Replying to communications from D. Freiman and C. Otto regarding business plan questions
12/16/2014	Clifford Chen	0.5	006 - Cash forecasting	Call with M. Chou regarding blow-out bondholder deck
12/16/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions re: assumptions
12/16/2014	Henrique Weaver	3.9	003 - Brazil operating plan	Assessment on main challenges for 2015 market plan implementation
12/16/2014	Henrique Weaver	1.8	003 - Brazil operating plan	Review on analysis for MTR and Bill and Keep assumptions
12/16/2014	Henrique Weaver	1.2	003 - Brazil operating plan	Review on analysis on Bridge Fx impact
12/16/2014	Henrique Weaver	0.7	003 - Brazil operating plan	Discussion with sales managers on 2014 indicators
12/16/2014	Henrique Weaver	1.9	003 - Brazil operating plan	Organization and documentation of findings about the main challenges for the 2015 plan

Date	Name	Hours	Time Entry Category	Time Entry Description
12/16/2014	Henrique Weaver	0.6	003 - Brazil operating plan	Call with Nextel Brazil, NII and McKinsey to explain details on the financial model
12/16/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership re: financial model
12/16/2014	Hugo Ruiz Taboada	3.9	003 - Brazil operating plan	Understanding status of MTR and Bill and Keep assumptions of model in years 2016 to 2018
12/16/2014	Hugo Ruiz Taboada	1.2	003 - Brazil operating plan	Brazil model handover to Nextel team
12/16/2014	Hugo Ruiz Taboada	1.4	003 - Brazil operating plan	Revision of Bridge Fx impact
12/16/2014	Hugo Ruiz Taboada	1.7	003 - Brazil operating plan	Conversion of EBITDA bridge to USD
12/16/2014	Hugo Ruiz Taboada	2.1	003 - Brazil operating plan	Preparation of supporting slides retail channel initiatives
12/16/2014	Kevin Carmody	0.4	006 - Cash forecasting	Call with M. Chou regarding bondholder presentation
12/16/2014	Kevin Carmody	0.7	006 - Cash forecasting	Call with C. Chen and A. Mehta regarding disclosure statement exhibit narrative
12/16/2014	Kevin Carmody	0.9	003 - Brazil operating plan	Communicating with S. Khan and P. Canto regarding foreign exchange rate assumptions
12/16/2014	Vicente Pagado	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/17/2014	Clifford Chen	0.8	006 - Cash forecasting	Communicating with H. Parkhill, M. Chou, and M. Quraishi regarding monthly budget source files for covenant purposes
12/17/2014	Clifford Chen	2.7	006 - Cash forecasting	Revising draft disclosure statement financial projections exhibit
12/17/2014	Clifford Chen	1.2	006 - Cash forecasting	Preparing annual summary of projections for disclosure statement
12/17/2014	Henrique Weaver	0.8	007 - Project management	Definition of priorities, needed interactions and dynamics for the day
12/17/2014	Henrique Weaver	2.1	003 - Brazil operating plan	Revision on document with status for main priorities for 2015
12/17/2014	Henrique Weaver	3.7	003 - Brazil operating plan	Revision on main assumptions for Brazil 2016-2018 P&L
12/17/2014	Henrique Weaver	3.4	003 - Brazil operating plan	Update material with observations on main assumptions
12/17/2014	Henrique Weaver	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership re: budget/assumptions
12/17/2014	Hugo Ruiz Taboada	2.1	003 - Brazil operating plan	Revision on document with status for main priorities for 2015
12/17/2014	Hugo Ruiz Taboada	3.7	003 - Brazil operating plan	Revision on main assumptions for Brazil 2016-2018 P&L
12/17/2014	Hugo Ruiz Taboada	3.4	003 - Brazil operating plan	Update material with observations on main assumptions
12/17/2014	Hugo Ruiz Taboada	1.3	007 - Project management	Consolidation of findings for the day and communication with team leadership
12/17/2014	Jay Jubas	0.6	005 - HQ and other regions operating plans	Preparations for board meeting on business plan
12/17/2014	Jay Jubas	2.0	005 - HQ and other regions operating plans	Participate in board meeting
12/17/2014	Vicente Pagado	2.1	003 - Brazil operating plan	Revision on document with status for main priorities for 2015
12/18/2014	Anand Mehta	1.0	006 - Cash forecasting	Call with bondholder advisors regarding updated financial projections
12/18/2014	Clifford Chen	1.4	006 - Cash forecasting	Communicating with P. Canto, D. Grados, and B. Sanabria regarding inflation and foreign exchange rate assumptions in Brazil and Mexico business plans
12/18/2014	Clifford Chen	1.1	006 - Cash forecasting	Participating in call with Millstein regarding business plan diligence
12/18/2014	Clifford Chen	0.9	006 - Cash forecasting	Communicating with J. Singh and M. Chou regarding foreign exchange disclosures
12/18/2014	Clifford Chen	1.2	006 - Cash forecasting	Providing comments on disclosure statement narrative and exhibits
12/18/2014	Clifford Chen	0.7	006 - Cash forecasting	Communicating with M. Vamja regarding Houlihan diligence on business plan
12/18/2014	Henrique Weaver	1.5	001 - Billable (non-working) travel	Travel from São Paulo to Rio de Janeiro
12/19/2014	Clifford Chen	1.6	007 - Project management	Meeting with H. Aaronson and R. Singer regarding fee applications
12/19/2014	Clifford Chen	0.8	007 - Project management	Communicating with McKinsey team regarding status updates
12/19/2014	Clifford Chen	0.6	006 - Cash forecasting	Communicating with M. Chou, M. Vamja, D. Freiman, and C. Otto regarding Houlihan diligence on business plan
12/19/2014	Clifford Chen	1.2	006 - Cash forecasting	Replying to communications from C. Otto regarding business plan questions
12/19/2014	Clifford Chen	1.7	006 - Cash forecasting	Revising exhibit outputs in business plan model per C. Otto comments
12/19/2014	Clifford Chen	1.1	006 - Cash forecasting	Revising disclosure statement exhibits to align with business plan model exhibits
12/20/2014	Clifford Chen	1.3	006 - Cash forecasting	Preparing blow-out deck materials related to business plan projections

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Court: United States Bankruptcy Court / Southern District of New York Pg 32 of 36
Description: Detail of Time Entries
Period: October 23, 2014 through December 31, 2014
Case No: 14-12611

Date	Name	Hours	Time Entry Category	Time Entry Description
12/20/2014	Clifford Chen	0.6	006 - Cash forecasting	Communicating with M. Vamja regarding blow-out deck status update
12/21/2014	Clifford Chen	2.6	006 - Cash forecasting	Preparing blow-out deck materials related to business plan projections
12/21/2014	Clifford Chen	0.7	006 - Cash forecasting	Communicating with M. Chou and M. Vamja regarding blow-out deck status update
12/22/2014	Anand Mehta	0.9	006 - Cash forecasting	Communicating with K. Carmody, J. Jubas, and C. Chen regarding disclosure statement status
12/22/2014	Anand Mehta	0.8	006 - Cash forecasting	Discussing foreign exchange rate disclosure language with M. Cohen, S. Greenberg, and C. Chen
12/22/2014	Clifford Chen	0.9	006 - Cash forecasting	Communicating with M. Cohen regarding disclosure statement
12/22/2014	Clifford Chen	0.9	006 - Cash forecasting	Communicating with K. Carmody, J. Jubas, and A. Mehta regarding disclosure statement status
12/22/2014	Clifford Chen	1.3	006 - Cash forecasting	Revising disclosure statement financial projections exhibit per D. Freiman comments
12/22/2014	Clifford Chen	1.7	006 - Cash forecasting	Re-modeling Intercompany funding mechanics in business plan model per D. Freiman comments
12/22/2014	Clifford Chen	0.8	006 - Cash forecasting	Discussing foreign exchange rate disclosure language with M. Cohen, S. Greenberg, and A. Mehta
12/22/2014	Clifford Chen	0.6	006 - Cash forecasting	Finalizing disclosure statement financial projections exhibit
12/22/2014	Clifford Chen	1.4	006 - Cash forecasting	Preparing external version of model for distribution
12/22/2014	Clifford Chen	1.2	006 - Cash forecasting	Participating in status call with Rothschild and Treasury teams
12/22/2014	Kevin Carmody	1.1	006 - Cash forecasting	Review draft disclosure statement exhibits

Date	Name	Expense Type	Expense Description	Expense USD
11/25/2014	Anand Mehta	Taxi / Car Services	Home - Airport -	142.75
11/25/2014	Anand Mehta	Taxi / Car Services	Airport - Home -	152.25
11/30/2014	Geoff White	Room Rate	Lodging	282.37
11/30/2014	Geoff White	Other	Bank / Currency Fees	12.50
12/1/2014	Geoff White	Taxi / Car Services	Airport - Hotel -	69.79
12/1/2014	Geoff White	Meals	Dinner	20.00
12/1/2014	Geoff White	Meals	Lunch	20.00
12/1/2014	Henrique Weaver	Taxi / Car Services	Client - Airport -	79.49
12/1/2014	Henrique Weaver	Meals	Lunch	20.00
12/1/2014	Henrique Weaver	Meals	Dinner with B. Villena, H. Taboada, L. Kufrin, and V. Pegado	100.00
12/1/2014	Henrique Weaver	Meals	Lunch	20.00
12/2/2014	Clifford Chen	Taxi / Car Services	Airport - Client -	70.19
12/2/2014	Clifford Chen	Taxi / Car Services	Hotel - Client -	189.89
12/2/2014	Clifford Chen	Meals	Breakfast	3.98
12/2/2014	Geoff White	Room Rate	Lodging	282.37
12/3/2014	Geoff White	Meals	Dinner	20.00
12/2/2014	Henrique Weaver	Meals	Dinner with G. White, R. Taboada, and V. Pegado	80.00
12/3/2014	Clifford Chen	Meals	Lunch	11.51
12/3/2014	Clifford Chen	Taxi / Car Services	Airport - Client -	229.55
12/3/2014	Geoff White	Room Rate	Lodging	282.37
12/3/2014	Geoff White	Taxi / Car Services	Office - Hotel -	4.65
12/4/2014	Geoff White	Meals	Dinner	20.00
12/4/2014	Clifford Chen	Meals	Lunch	17.20
12/4/2014	Geoff White	Room Rate	Lodging	282.37
12/5/2014	Geoff White	Meals	Dinner	20.00
12/5/2014	Clifford Chen	Meals	Breakfast	5.63
12/5/2014	Clifford Chen	Meals	Dinner	16.84
12/5/2014	Geoff White	Meals	Lunch with C. Chen	8.77
12/5/2014	Geoff White	Room Rate	Taxi / Car Services	282.37
12/5/2014	Geoff White	Taxi / Car Services	Office - Hotel -	5.58
12/6/2014	Geoff White	Meals	Dinner	20.00
12/5/2014	Henrique Weaver	Meals	Lunch with H. Taboada	40.00
12/6/2014	Geoff White	Room Rate	Lodging	282.37
12/7/2014	Geoff White	Meals	Dinner	20.00
12/6/2014	Geoff White	Meals	Lunch	20.00
12/7/2014	Clifford Chen	Meals	Dinner with G. White	20.85
12/7/2014	Clifford Chen	Meals	Dinner with G. White	29.60
12/7/2014	Geoff White	Room Rate	Lodging	282.37
12/8/2014	Geoff White	Meals	Dinner	20.00
12/8/2014	Clifford Chen	Meals	Lunch	13.95
12/8/2014	Geoff White	Meals	Lunch with C. Chen	29.47
12/8/2014	Geoff White	Room Rate	Lodging	282.37
12/9/2014	Geoff White	Meals	Dinner	20.00
12/9/2014	Clifford Chen	Meals	Dinner with G. White	26.91

Client: NII Holdings, Inc. 14-12611-scc Doc 438 Filed 02/05/15 Entered 02/05/15 18:51:46 Main Document
Court: United States Bankruptcy Court / Southern District of New York Pg 34 of 36
Description: Detail of Expense Entries
Period: October 23, 2014 through December 31, 2014
Case No: 14-12611

Date	Name	Expense Type	Expense Description	Expense USD
12/9/2014	Clifford Chen	Meals	Breakfast	4.55
12/9/2014	Geoff White	Room Rate	Lodging	282.37
12/9/2014	Geoff White	Taxi / Car Services	Hotel - Restaurant -	4.65
12/9/2014	Geoff White	Taxi / Car Services	Office - Hotel -	5.12
12/10/2014	Geoff White	Meals	Dinner	20.00
12/10/2014	Clifford Chen	Meals	Lunch	11.07
12/10/2014	Geoff White	Meals	Lunch with H. Weaver and H. Taboada	24.59
12/10/2014	Geoff White	Room Rate	Lodging	282.37
12/10/2014	Geoff White	Taxi / Car Services	Office - Hotel -	4.19
12/11/2014	Geoff White	Meals	Dinner	20.00
12/11/2014	Geoff White	Meals	Lunch with C. Chen	21.90
12/11/2014	Geoff White	Room Rate	Lodging	282.37
12/11/2014	Geoff White	Taxi / Car Services	Office - Hotel -	4.65
12/12/2014	Geoff White	Meals	Dinner	20.00
12/12/2014	Clifford Chen	Meals	Breakfast	7.06
12/12/2014	Clifford Chen	Meals	Lunch	11.19
12/12/2014	Clifford Chen	Meals	Dinner with G. White	28.79
12/12/2014	Geoff White	Meals	Lunch	20.00
12/12/2014	Geoff White	Room Rate	Lodging	282.37
12/13/2014	Geoff White	Meals	Dinner	20.00
12/12/2014	Geoff White	Taxi / Car Services	Hotel - Office -	4.65
12/12/2014	Geoff White	Taxi / Car Services	Client - Airport -	74.43
12/22/2014	Kevin Carmody	Case Administrator	Case Administrator - Rosanne Singer	2,875.00

EXHIBIT D

**SUMMARY OF ACTUAL AND NECESSARY EXPENSES INCURRED
BY MCKINSEY RTS ON BEHALF OF THE DEBTORS
FOR THE PERIOD NOVEMBER 1, 2014 THROUGH DECEMBER 31, 2014**

CONFIDENTIAL

Client: NII Holdings, Inc.
Court: United States Bankruptcy Court / Southern District of New York
Description: Summary of Expense Entries by Category
Period: October 23, 2014 through December 31, 2014
Case No: 14-12611

Expense Category	Total Expenses (USD)
Room rate	\$3,388.49
Taxi / car services	\$1,041.82
Meals	\$853.86
Case administrator	\$2,875.00
Other	\$12.50
Total	\$8,171.67

Notes:

- 1 Excludes all air travel which is expected to be billed following adjustment for credits, in a subsequent application for allowance.
- 2 Future invoices will include additional expenses for the period ending December 31, 2014 not previously invoiced herein.